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A Vision of Capitalism, as it was Meant to be: A Social Purpose Business plan for FoodShed Productions

August Miller
SIT Graduate Institute

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A VISION OF CAPITALISM, AS IT WAS MEANT TO BE:

A Social Purpose Business Plan for FoodShed Productions

August Behm Miller

PIM 69

A Capstone Paper submitted in partial fulfillment of the requirements for a Master of

Service, Leadership, and Management at the SIT Graduate Institute in Brattleboro,

Vermont, USA.

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DEDICATION

You know who you are because you have known me. You have seen me struggle with internal battles as I have endeavored to be virtuous. Through my lows and highs, embarrassed by my humanity and inspired by our potential, this paper – the research, the social enterprise, and the theory of *cultural* change – represents my wading out from a moral quagmire of an eddy into the unnamed stream that is reborn with life. The moral eddy has not been without great beauty, in spite of my arrogance or distance, for which I give you my humble thanks for the light. I hope that your being as a production of mine, brings at least a small comfort that is your own.

To Marion Frebourg, my wife and conspirator, such bravery, as you have shown, is an inspiration to inspire the act of letting go in the stream. That we let go together, to be together, in the pursuit of each other's dreams is sublime but for waking life. The presence your honest integrity and radiant smile animates in life, lightens the space in my head, freeing a heart constrained by self-approval. Banished by the acceptance of honest differences and perseverance of spirit needed to see the best in all, fear has no residence in our home and brings a smile to my face that is yours.

To the enjoyment of simple beauty in everyday and how we choose to be part of another's experience of it.

Loving life,

August Behm Miller

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Glossary

BOA – Board of Advisors

B-Corps – Benefit Corporation

BEC – Boulder Economic Council

CD – Creative Director

CLC – Course Linked Capstone

ED – Executive Director

FAO – Food and Agriculture Organization

FBF – Frog Belly Farm

FSP – FoodShed Productions

FT – Full-time

GMO – Genetically Modified Organism

GFS – Global Food System

GIIRS – Global Impact Investing Rating System

GR – Green Revolution

GWA – Garden Writers Association

IPM – Integrated Pest Management

LFM – Longmont Farmers' Market

LO – Learning Organization

PM – Personal Mastery

MM – Mental Models

BSV – Building Shared Vision

TL – Team Learning

ST – Systems Thinking

MIS – Management Information System

NGA – National Gardeners Association

PFF – Personal Family Farmer

PT – Part-time

SIT – SIT Graduate Institute

S.O.I.L. –Sustainable Organic Interdependent Living

SNAP – Supplemental Nutrition Assistance Program

SROI – Social Return on Investment

SSCG – Second Start Community Garden

SWOT – Strengths, Weaknesses, Opportunities, Threats

TLF – The Living Farm

USA – United States of America

WFP – World Food Program

WWOOF – World Wide Opportunities in Organic Farming

ABSTRACT

FoodShed Productions, a start-up social enterprise in its second year, is pursuing a mission: to raise the caring capacity of communities and resilience of our local environments through resident education in organic backyard farming. As a social enterprise, FoodShed Productions, a for-profit, earns its economic viability doing the work of non-profits, measuring its worth by the social, environmental, and economic benefits of its operations. The communities in Boulder County, CO. are served by FoodShed Productions through a social process in which “We Build, We Coach, You Keep Growing,” toward the goal of self-reliance.

The topic of this CLC is a Social Purpose Business Plan for FoodShed Productions (FSP): A Vision of Capitalism: how it was meant to be. Utilizing “A Toolkit for Developing a Social Purpose Business Plan” from the on-campus course, Social Entrepreneurship, and the Practitioner Inquiry process to conduct qualitative research on the topic of “the conditions for food production” (Seedco, 2004). This Capstone Paper situates the research findings between the introduction and market analysis and more generally throughout the paper.

The findings point to a cultural agreement as the primary social condition necessary before food production can begin. Culture defined by Webster-Merriam as “the integrated pattern of human knowledge, belief, and behavior that depends upon the capacity for learning and transmitting knowledge to succeeding generations.” This study found that a producer of organic food is also a producer of culture, therefore: a farm owner is also an owner of culture; a farm worker, a producer of culture; and a resident producer, a cultural representative.

The social purpose business plan, research, and actions derived from the two, represent what we can learn by exploring the boundaries of what otherwise may be viewed as unrelated. FoodShed Productions is but one humble addition serving the inhabitants of our planet.

Introduction and Background

The topic of this CLC is a Social Purpose Business Plan for FoodShed Productions (FSP): A Vision of Capitalism, as it was meant to be. Utilizing “A Toolkit for Developing a Social Purpose Business Plan” (Seedco, 2004) from the on-campus course Social Entrepreneurship as well as the practitioner inquiry process to conduct qualitative research on the topic of “the conditions for food production,” this Capstone Paper situates the research findings in the market analysis and more generally throughout the paper. This introduction of the Capstone Paper is meant to place and satisfy the research requirements SIT has for the capstone process, including the research question, literature review, research design, and findings.

FSP’s viability is concerned with the social conditions that might lead a local resident to produce food and not just consume it. The primary research question began as: what are the conditions for food production? As the inquiry progressed, the question developed, asking: what are the social conditions for food production that foster the transition from being a consumer to also being a producer?

The literature review, informed by the primary question covered the origins, definitions, education, governing influences, social capital, distribution, benefits, history, and the environmental conditions of food production. Reiterated by interview participants, the most relevant findings of the literature review included:

- Humanities’ Neolithic ancestors first began to cultivate the earth 13,000 years ago working in “foraging groups”, “resource-sharing groups”, “information-sharing groups”, and “coresident groups” (Barnard, 1983), showing an understanding of the social conditions for food production today.
- Food production is dependent upon plant-human relationships, accepting humanity as part of, and not a part from, nature (Pollan, 2003).
- Cicero (106 BC – 43 BC) first defined the agricultural etymology of the word “culture” from its literal use, to cultivate, describing “the development of a philosophical soul” as

the perfection and self-perfection of the individual, of one's endowments and gifts, attitudes and abilities, aptitudes, features and properties (Prodanov, 1994). Echoed in recent history, Masanobu Fukuoka, described the ultimate goal of food production as "the cultivation and perfection of human beings" (Fukuoka, 1978).

- “Culture” defined as “the integrated pattern of human knowledge, belief, and behavior that depends upon the capacity for learning and transmitting knowledge to succeeding generations” (Merriam-Webster, 2013), from Latin *colere* “tend, guard, cultivate, till” (Online Etymology Dictionary, 2012).
- Educators, including: Pestalozzi, Montessori, Dewey, Steiner, Pudup, and Robinson recognize that plant conditions are influenced by an inferred social contract that defines both the harvest and the student’s maturation (Subramaniam, 2002).
- “Condition,” is defined as “to train or accustom (someone or something) to behave in a certain way or to accept certain circumstances” and “set prior requirements on (something) before it can occur or be done,” from Latin *condicion* ‘agreement’, from *condicere* ‘agreed upon’ (Oxford dictionaries, 2012).
- In his 1970 Nobel Lecture, Norman Borlaug, principal leader of the Green Revolution (GR) limited the duration of its benefit, “The green revolution has won a temporary success in man's war against hunger and deprivation; it has given man a breathing space. If fully implemented, the revolution can provide sufficient food for sustenance during the next three decades” (Borlaug, 1970). Mexico’s GR spread from 40’s beyond the 70’s with geographic and cereal specific success, derailing, what Borlaug called the “ills of a stagnant, traditional agriculture” (ibid). Boru Douthwaite, in observation of the GR, explains, “while we have good scientific and economic knowledge what we lack is widespread reflexive knowledge about the impacts of our collective actions on the environment. Economics cannot help, and is in fact part of the problem because it has built a global market that must grow and consume more and more of the earth's resources every year to function efficiently” (2000).
- The Community Food Security Coalition, a policy advocacy non-profit, addresses governing inequities that create artificial producer and consumer markets for conventional foods by improving “access to healthy food by increasing links with family farmers and to strengthen local and regional food systems” (Salmon, 2012).
- Short Food Supply Chain (SFSC) “offers potential for shifting the production of food commodities out of their ‘industrial mode’ and to develop supply chains that can potentially ‘short-circuit’ the long, complex and rationally organized industrial chains within which a decreasing proportion of total added value in food production is captured by primary producers” (Marsden, et al., 2000).
- Green spaces are an asset to disadvantaged neighborhoods to address affordable housing, crime prevention, and youth education programs that would engage the community in revitalizing their neighborhoods “as well as their beliefs and behaviors regarding conservation issues, sense of community, and volunteerism” (Ohmer, 2009).
- Social capital is generated by community gardens with persons who have “limited resource themselves (human and economic capital) so they access other resources through their direct and indirect social ties, which they use (social capital) for the purposive actions” (Glover, 2004).

- Restorative environments are defined by “being away from mental activity that requires directed attention support to keep going”, “a place rich enough and coherent enough so that it constitutes a whole other world”, and “compatibility between the environment and one’s purposes and inclinations” to combat mental exhaustion or “any prolonged mental effort” leading to fatigue, restoring the simultaneous state of being calm, yet alert (Kaplan, 1995).
- Farm workers in the United States have a low individual income from farm work; the median income was between \$2,500 and \$5,000 with three-fourths earning less than \$10,000 annually (NAWS, 2010).
- In the southeast, organic farms hired more full-time (FT) and part-time (PT) workers, on average, with mean hiring rates of 60 and 26 workers, respectively, compared to conventional farm’s mean hiring rates of 23 and 12 workers, respectively (Santos and Escalante, 2010).
- The average organic or conventional consumer averages 2.2 trips per week to the supermarket (FMI, 2012), spending on average between \$140.37 by organic consumers and \$100.81 by conventional consumers (IBISWorld, 2009).
- In 2011, there were 90 million households in the US with a garden; five million are organic, 35 million are conventional, and the rest a mix of the two (NGA, 2012).
- Gardeners learn their practices: 63% of the time from friends and neighbors, 53% from garden centers, nurseries, and classes, 43% from books, and 41% from magazines and newspapers (GMG, 2013).
- American consumers shop for garden supplies: 51% at National Chains, 17% at local garden centers and nurseries, and 14% at local hardware stores (GMG, 2013).
- In 2011, total DIY gardening accounted for \$29.1 billion in sales and the number of gardeners increased by 3 million, spending on average \$351 per gardener (NGA, 2012).
- “In 1960, Americans spent 17.5 percent of their income on food and 5.2 percent...on health care. Since then, those numbers have flipped: Spending on food has fallen to 9.9 percent, while spending on health care has climbed to 16 percent of national income” (Pollan, 2008, pgs. 187-188).
- Organizational learning (OL) provides a framework in which social or group cultures can evolve (Senge, 2006). The OL disciplines described by Senge are: personal mastery (PM), mental models (MM), building shared vision (BSV), team learning (TL), and systems thinking (ST).
 - PM explains how “Organizations learn only through individuals who learn” and that the individual, in the interest of expanding his/her ability to create a desired life, will continue to apply his/her learnings, thereby contributing to the learning that takes place in an organization (Senge, 2006, p. 129).
 - MM employs an individual’s ability to reflect upon personal assumptions or beliefs about the world that can help or hinder a person adjusting to the present reality.
 - BSV bonds individuals in a common aspiration of an important undertaking that matters deeply to them, as Senge (2006, p. 163) describes, “A vision is truly shared when you and I have a similar picture and are committed to one another having it,” commanding commitment to generate learning.

- TL is the “process of aligning and developing the capacity of a team to create the results its members truly desire” (Senge, 2006, p. 218).
- ST is the cumulative effect of all the internal components of OL working seamlessly with the external social, economic, and environmental systems the organization works within, reinforcing or balancing organization’s operational patterns for sustainable growth and viability (Senge, 2006).

Following Practitioner Inquiry and Statistics for Practitioners and Researchers, classes at SIT, the research design for this study was pursued in order to gain insight of the qualitative, descriptive account of participants who have experienced the transition from consumer to producer, as well as a quantitative survey of behaviors around food (See Appendix A) to help define the social systems within which producers and consumers interact. Rossman and Rallis (2003) understood a phenomenon by studying the particular. The particular in this study were the social conditions of those who had begun to produce their own organic food including: local residents and farmers. The phenomena is the individual consumer to producer transitions that all producers in this social movement for local organic food production have experienced. The fourteen participants interviewed included: a focus group of six Frog Belly Farm (FBF) employees and an independent organic farmer, as well as seven face-to-face in-depth interviews with: FBF owners, an owner of The Living Farm (TLF), farm workers from TLF, and clients of FSP’s.

The data analysis repeatedly addressed cultural and lifestyle differences between producers and consumers that categorically defined opposing social conditions for food production. The etic and emic themes that emerged from the literature review and interviews included: informing the social conditions for food production, environmental conditions for food production, the transition from consumer to producer, and the achievements of local food production. Of these themes, each were categorized within the five disciplines of a learning

organizations to understand how and on what level participants engaged with the conditions for food production within the larger phenomena of the social movement for organic agriculture.

Limitations of the research process included: a small sample size of household producers, farmers owners, and farm workers, the absence of potential clients, and for this study, the data was gathered as a snapshot and not over the course of time. It is important to note, the population interviewed represent those already involved in local organic food production. As the literature review conducted only inferred conditions for food production, there may be a gap for future researchers and local producers to explore which FSP will pursue bi-annually.

The findings defined the boundaries between two measures of systems thinking that account for the cultural divergence of producers and consumers. As conventional and organic consumers lack the plant-human relations that culturally define human development and unite humanity in a shared experience, the measure of systems thinking is limited to the experience of being either one, a consumer, or both, a consumer and producer, not excepting literate organic consumers. Government subsidies, engineered to secure our economic stability and food dominance have usurped the free market value of food – creating social, economic, and environmental instability. Our uprooted culture reinforces systems thinking that exempts consumers from an experience of being producers, while producers are lured by the self-perpetuating system's promise of increased economic yields. The underserved and those without socio-economic access to free-market prices of organic food depend on the continuation of this system. Organic consumers, economically able and often trend driven, kept alive the 'stagnant' agricultural systems and free market value associated with the true costs of food production. Organic producers realize their viability is based upon the socio-economic stability of organic consumers and their local environment's caring capacity, for which the consumer's connection is

respectively circumstantial and fragile. Systemically, these social conditions that govern organic food production supersede the knowledge of environmental conditions, the attitude needed for a consumer to become a producer, and define local behavioral thresholds for producers and consumers of what they might produce and consume through local food production.

Team learning was addressed through the recognition of group efforts required in an organic cultural practice. With sixty-one percent more FT and fifty-three percent more PT workers than conventional farms, organic farms depended on working groups as our ancestors did, employing; sowing, maintenance, and harvesting groups, resource-sharing groups - trading farm equipment, labor, and consumer access -, information-sharing groups -through scheduling seasonal tasks-, and co-resident groups -as experienced in farm worker housing (Santos and Escalante, 2010). Each participant valued the capacity for team learning to truncate negative results that stemmed from inexperienced behaviors. Participants accredited the social conditions for food production by a need to access a cultural practice that could foster environmental conditions required by crops, to empower their transition to consume and produce, so they could achieve their vision of food production.

The study found that a shared vision had been built among farm workers and owners, while among resident producers, differing visions of their organic production were founded upon incomplete MM. Farm workers and owners enjoyed a steep learning curve owing to the duration and intensity of their cultural immersion, to which local resident's personal time away from their demanding schedules conflict with a robust experience of the culture of organic production. Of the farm workers and owners, most believed they were part of an actionable social movement in America that is a net gain for the countries ideals, social, economic, and environmental stability and justice. Resident producers pursued their vision of organic food production to: supplement

their food supply with easy, convenient, and fresh food, build stronger family connections, and use as a talking point with their family and friends. However, a common, yet unfair, complaint by resident producers was that organic food is not competitive with subsidized conventional food, as their MM did not identify the artificial to free market price deviations. The degree that a producer identifies with their cultural practice of food production informs their social, economic, and environmental reasoning of conditions for food production and the commitment they have to a vision of their own transition and what it might achieve.

MM were expressed in terms of the socio-economic and environmental potential of organic agriculture by all participants, although, farm workers and owners could see further than resident producers. Farm workers and owners were more apt to create and employ their MM, setting an attitude, which they did not have, by linking their imagination with their action. Residents, not in every case, looked to one-on-one demonstrations of MM to employ in their cultural practice. Whereas farm workers are directly and repeatedly confronted by their idealism at the outset and during their transition, novice resident producers recognized at critical junctures and at the end of the season knowledge and behavior gaps in their cultural practice. These two groups differed in their reflexive ability to respond to planting schedules, pests and disease management, and climatic change. Many of the producers did not recognize themselves in a MM as being a person who had made the transition from consumer to producer despite having tasted the fruits of their labor. A producer's MM defines: their level of participation in the transition to becoming a producer, the social conditions they willingly forfeited for food production, their response to environmental conditions, and what they might achieve through their efforts.

PM was addressed by the need for: a strong work ethic, an ability to identify, research, and apply solutions, self-cultivation – physically, emotionally, spiritually, and psychologically –,

personal initiative, and the choice to work for soil conditions that encourage vegetables to grow.

All participants recognized the need to change their lifestyle and priorities to accommodate the needs of their plants and the life the producers desired. PM explains the drive each participant has to learn their cultural practice; the conditions for food production, transformation of their social lifestyle, and environmental context to attain their desired benefits.

The larger phenomena within the findings of the particular disciplines point to a cultural agreement as the primary social condition necessary before food production can begin. Plants and animals depend on this agreement for their life and are accepting of human knowledge, belief, and behavior, experienced or not. It is human governance, initiative, and commitment that are the social variables within the conditions for food production. The experience or lack thereof with a cultural practice parted mature and novice producers from one another in their level of understanding and engagement of the social variables when they demanded attention. The regulations that govern producers social, economic, and environmental stability have retarded their PM, anesthetized their MM, established precondition for their vision, while dislodging the cultural lineage of organic agriculture. Human initiative, measured by self-reliance and PM, is fundamental to food production and to securing the attention of constituents and representatives to support a culture of MM, BSV, and ST more conducive to short food supply chains. Human commitment measures individual and group capacity to sustain attention amidst immediate and rhythmic tasks of plant life, benefiting from MM, BSV, and TL. Organic producers who meet the cultural variables of the social conditions for food production, implicitly agree upon the culture of food as the culture that can bring humanity together yet again. Producers of organic food also produce culture, although they don't realize it yet. The participants of this study are more aptly labeled, respectively: owners of culture, producers of culture, and cultural representatives.

Executive Summary

Overview

FoodShed Productions, a small, yet, high-impact social enterprise has a mission: to raise the caring capacity of communities and resilience of our local environments through resident education in organic backyard farming. As a social enterprise, FoodShed Productions, a for-profit, earns its economic viability doing the work of non-profits, measuring its worth by the social, environmental, and economic benefits of its operations. The communities in Boulder County, CO. are served by FoodShed Productions through a social process in which “We Build, We Coach, You Keep Growing,” toward the goal of self-reliance.

Portable operations and flexible hours allow FoodShed Productions to conveniently meet residents at their home to build the garden they have envisioned and impart the cultural practices they need for a successful season. Residents have the opportunity to develop the cultural knowledge, attitude, and skills needed for organic food production with the efficiencies of The Living Farm, a 5th generation organic farm, in Paonia, CO. whose cultural practices are employed by FoodShed Productions and transmitted to residents. The relationship that develops by working with FoodShed Productions offers student-mentor ratios of 1:1, affording a guided cultural practice to learn how to garden like an organic farmer.

As a service founded upon education, FoodShed Productions offers residents the opportunity and responsibility to increase the quality of their lives. Empowered by culture, developed through a commitment to the production-consumption rhythms of organic food, clients develop the capacity to check the thinning power over personal health, financial stability, and their ecological footprint. In thriving cultures: less is more; in decaying cultures: more is mess. The conditions for organic food production are rooted in the simple acceptance and

interactions of humanity as part of the natural world and are foremost social. The attention a gardener offers their environment not only affords a pace of life in touch with humanity, it advances organic food production towards a resurgence of culture.

Cultivating cultural change, FoodShed Productions:

1. Builds raised beds and a residents' vision of themselves working for organic food.
2. Teaches behaviors that favor plants and plates.
3. Grows organic food, self-reliance, and local stability.

Reaping cultural benefits, FoodShed Productions':

4. Fresh approach affords cultural access to organic food for the underserved and those without prior access.
5. Convenient location of service is seconds from a resident's kitchen.
6. Easy nature affords clients the social flexibility plants and animals cannot.

Market Opportunity

FoodShed Productions is geared toward a market segment which includes: low-income conventional and consumers and home gardeners, and organic consumers and gardeners. A study conducted by the National Gardening Association (NGA)(2009) found that 43 million households produced their own food from home gardens, up 6% from the previous year of which 21% were new to gardening. In Colorado, according to the same study, an average population of 26% produced their own food (See Appendix B). In 2011, the NGA reported 90 million households in the US with a yard and garden— thirty-five million - conventional and five million - organic gardeners, with the rest being a mix of the two.

FoodShed Productions targets organic consumers who: can afford the free-market value of organic food, who find benefits in organic food, and may exchange a week of groceries for the cultural practices that will last a lifetime, while saving more money than the cost of the service. These consumers will provide the economic base while FoodShed Productions develops its

Community Grower Workshop line that can penetrate the low-income conventional consumer and conventional home gardener markets.

Competitive Advantages

FoodShed Productions is not unique, nor does it want to be. Part of a growing service industry in Boulder County and across the nation, FoodShed Productions humbly joins the ranks of the backyard gardening social enterprise movement. These service allies, immature and aged, diversify the overall service and cultural practice local residents have to choose from.

FoodShed Productions appreciates the opportunity financially stable clients afford this service industry but recognizes the peril of excluding the financially unstable communities. Contrary to FoodShed Productions vision of “Food production is part of all family cultures,” this divergent industry behavior, which caters only to the well to do, omits the capacity low-income communities have to increase their own quality and enjoyment of life through organic food production.

FoodShed Productions aims to maintain light fixed costs to stay accessible to low-income clients through experiential learning programs that entice clients through sweat equity and group workshop rates that lighten the financial load born by clients. The high price of organic food is offset by FoodShed Productions service lines either by client involvement during maintenance visits or sharing the costs of workshops among community members. Sweat equity maintenance visits offered to all clients, regardless of income level, encourage dedication to self-cultivation of cultural knowledge, attitude, and skills of an organic gardener. With the lowest price in Boulder County for the construction of raised beds, FoodShed Productions provides clients not only the financial incentive, but also the inclination to be social while pursuing their own cultivation

through the Community Grower workshops that teach small communities the production-consumption rhythms of organic food production.

Developments of FoodShed Productions services will further increase market penetration to those without prior access to organic food: conventional consumers, the underserved working classes, and farm workers; the otherwise financially insecure through volunteer youth programs, dating programs, FSP franchising, and local farm partnerships.

Management Team

FoodShed Productions' light management team is composed of the two co-founders, a French-American wife and husband, Marion and August. Highly skilled and dedicated to a belief that "you are what you give," they are continuing to invest in their own self-cultivation to effectively apply their experience of four years in organic agriculture, eight years of design-build, eight years of graphic communication, and three years as social workers and volunteer enthusiasts. They look forward to employing their vision for the stability of social, economic, and environmental relations. The following short biographies describe the pair:

- Marion Frebourg – Creative Director
Mrs. Frebourg, co-founder and operator of FoodShed Productions is a graphic designer by training and owner of Marionette Designs for three years, offers services from organizational identities to product design. Attention given to clients from her cultural perspective aids in their appreciation of a simple, yet, rich life.
- August Miller – Executive Director
Mr. Miller, co-founder, leader, and operator of FoodShed Productions, is trained in sustainable architecture and social entrepreneurship. Having a strong work ethic from a successful career as a collegiate rower, factory worker, and commercial and residential construction, Mr. Miller excels in the physical practice that organic farming, at times, demands.

Social, Economic, and Environmental Impact

While FoodShed Productions has paced itself during its start-up year, working with seven clients to ensure their success, it expects to build to a maximum annual base of twenty-five

clients over the next three years. In every social interaction, FoodShed Productions promotes a culture of community that is an opportunity for residents to improve their lives and the lives of neighbors, friends, and family. Cultural knowledge, attitude, and skills of organic farming are only limited by access to hand tools, seed, water, and sunlight. A client's social value is enhanced as a cultural representative of an organic farming practice that can be shared within their social communities. The prevalence of local organic gardeners in a community can be associated with increased: physical, mental, and environmental health, access to fresh produce, community appeal and property values, as well as a greater sense of community through increased social interactions.

The economic activity FoodShed Productions supports curtails consumer habits that cater to the lowest price. FoodShed Productions sourcing strategy aims to limit 75% of the direct and indirect costs to Boulder and adjacent counties. This strategy is rooted in establishing long-term business relationships over the lifespan of FoodShed Productions' operations to support the local economy's stability and rejuvenation. In addition, resident producers of organic food can expect a savings on their grocery bill and transportation costs in their second season. The initial cost in the construction materials for the garden will decrease to the purchase of seeds and water required by the plants they are cultivating.

Environmentally, FoodShed Productions enhances the biodiversity of urban, suburban, and rural habitats. As an organic farmer, it is known that residues from synthetic fertilizers, herbicides, and pesticides can function indiscriminately, and are retained by the soil for up to 3 years (transition period for organic farms), gradually rendering the earth as a lifeless medium dependent on corporate inputs (USDA, 2012). The only miracle about Miracle Grow, Forefront, and other derivatives, are the profits the manufacturers are receiving in exchange for long-term

environmental degradation and the culture that respects land as an ally in humanities' communal health (Mother Earth News, 2009). In addition to reducing corporate inputs, resident producers of organic food decrease 'food miles' associated with their participation in the Global Food System.

Financial Overview

FoodShed Productions anticipates breaking even with fifteen clients from the organic consumer market segment during its second season, planning to reinvest its profits into the following programs to create opportunities for revenue growth in the following two years:

- The Youth and Community Development Program prepared in 2013 will train local youth in 2014 to serve low-income communities in 2015, creating the opportunity for FoodShed Productions to offer Community Grower Workshops in low-income communities.
- Developing twelve experiential learning workshops during the 2013 season will become the primary service line for FoodShed Productions revenue base that will stabilize fixed costs.
- Partnering with local organic farms in 2014, FoodShed Productions will guide a harvest-to-table Earth-Date Service for young couples, teaching cultural savvy in the garden, kitchen, and dining etiquette for the cost of a dinner and a movie, about \$100 per couple.
- Spare time used to develop educational product lines will diversify revenue streams for 2015.
- By partnering with a local backyard farm enterprise in 2014 FoodShed Productions intends to develop its franchise model. FoodShed Productions aims to amplify its cultural impact through franchising, applying back end fees that begin after the franchise reaches financial security, and electing to empower wholly owned subsidiaries with FoodShed Productions business model.

In 2012, FoodShed Productions would have broken even but for the capital expenditures of a start-up and two decisions defined by inexperience of inventory management. In subsequent years, workshops will drive revenues and SNAP recipient services will be added while reaching capacity of twenty-five clients (See Appendix C).

Goals, Timeline, and Benchmarks

At this stage in FoodShed Productions maturation, its goal is the establishment of a viable business model. The primary benchmarks during the next three years will be measured by

program success in achieving the consumer's vision of food production. A consumer's vision requires awareness of and demand for the benefits of the service FoodShed Productions offers. Once established, conviction of a client's ability to consume the organic food they produce depends on their commitment to learn cultural knowledge and skills for organic food production. These social conditions make possible a client's vision for organic food production conveniently located steps from their kitchen door. The goals FoodShed Productions has developed will be monitored and evaluated, measuring its social, economic, and environmental outcomes.

During the next three years, FoodShed Productions will operationally develop and define primary and secondary strategic partners. Primary strategic partners include: the Boulder County Farmers' Market, local material suppliers, a local high school, organic farms, and a board of advisors. Secondary strategic partners include local farms and community organizations in Colorado. From 2013 to 2014, FoodShed Productions will establish the bulk of its primary strategic partners, and in 2015, the remaining secondary partners will be developed.

2013 and 2014. Beginning in 2013, the Longmont Farmers' Market will provide a local tabling venue to promote awareness and drive organic consumers to become producers. Local supplier preference for construction, farming, and marketing materials will be established to close feedback loops in the local economy. In conjunction with a local community garden, a high school will be engaged in 2013 to secure volunteers for The Youth and Community Development Program in subsequent years. A local organic farm, Frog Belly Farm, is working with FoodShed Productions to define a relationship of mutual benefit, where the co-founders have access to the assets of a production farm for growing both organic plant starts and the business and in exchange, Frog Belly Farm has two culturally experienced farm employees with the promise of shared revenues from programs guided by FoodShed Productions. In addition, to

defining the above partnerships, a dedicated board of advisors will be recruited to complement and guide the skills of the co-founders from the following professions: education, finance, corporate law, organic farming, human resource management, and franchise management.

2015. In the North Fork Valley of Delta County, CO, where The Living Farm is located, the S.O.I.L. Academy will provide FoodShed Productions a platform upon which it can sow the seeds of an exit strategy for organic farm workers in the valley through franchise ownership.

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FoodShed Productions' Vision, Mission, Objectives, and Theory of Change

Vision

Food production is part of all family cultures

Mission

To raise the caring capacity of communities and resilience of our local environments through resident education in organic backyard farming.

FoodShed Productions' Objectives

Primary Objectives. FoodShed Productions (FSP) has identified cultural agreement as the primary factor in the conditions for food production. The following objectives are aimed at the transmission of knowledge, belief, and behavior required by this cultural contract to accomplish FSP's mission and that works toward its vision.

1. Residents develop skills of their organic food production and self-reliance.
2. Residents develop the attitude that they are responsible for increasing their quality of life and cultural development through the production-consumption cycle of organic food.
3. Residents develop knowledge of the social, economic, and environmental conditions for organic food production.

Secondary Objectives. FSP will define, refine, and streamline its service, educational, and product operations.

1. Offer service operations, which are priced competitively in a sliding scale of Sweat Equity and Community Grower rates.
2. Offer educational operations, including the development and delivery of experiential learning, garden workshops, video tutorials, as well as handouts and web updates.
3. Offer product operations, which include construction, preparation, and garden planting, the development and delivery of planting, succession, and rotation schedules, and product diversification.

Theory of Change

FSP's theory of change is a consequence of a Mental Model (MM) that attempts to illustrate the socio-economic paradigm of the USA – as it is (See Appendix D). Specifically, the MM aims to identify the market segmentation of consumers (non-organic, occasional organic, and organic consumers) and the systems that feed their knowledge, belief, and behavior. A class pyramid oriented to place the weight of the nation's economically stratified populations upon the ruling few shows how the 'ruling class' has the greatest access to influence the nation's economy to fund or starve systems that maintain the balance of the socio-economic paradigm. Tangible constraints of the environment provide a basis from which human systems are constructed and economies generated. Human culture, developed from a mix of nature (natural and built environment) and nurture (socio-economic interactions), is formed by and physically bound to our environment. Culture is intangible, susceptible to economic happenstance of birth, reinforced by patterns of social access and consumption within existing support systems.

For example, a non-consumer of organic food may shop by price-value at a conventional grocery store and unknowingly support government subsidized (artificially-valued) commodity farm systems, supported by the 'ruling class' e.g., Secretary of Agriculture. The repetition of this behavior reinforces belief and knowledge about the value of food and places the consumption of organic food outside their cultural values. The side effect of these cultural values supports a self-perpetuating system of subsidized conventional food systems that economically starve the free-market values of produce and products produced by local organic farms and local economies.

When financially stable, the occasional-organic consumer will purchase organic food and, if able, they may produce organic food themselves. These consumers are the most circumstantially stable or transient – according to their state of employment and amassed debt – and are culturally constrained by economic opportunities and threats. An occasional-organic

consumer may follow the patterns of a non-organic consumer or an organic consumer depending on their socio-economic stability.

At the other end of the consumption spectrum, organic consumers, may shop at Walmart, Whole Foods Market, participate in Community Supported Agriculture (CSA), and/or produce their own organic food, and consume according to their cultural preferences, both regardless of and pertaining to economic influences. Underclass sustenance organic producers and foragers cannot afford the inputs local organic farm owners and workers (composed of the working poor, working class, and lower middle class) must, in scaled production for viability in the organic consumer market. Local organic producers depend on economically stable lower- and upper-middle class organic consumers who culturally value local socio-economic and environmental stability. The popular organic consumers support large corporate organic farms from the global market (and optimally medium scale local organic farms) to supply conventionally operated grocery stores such as: Whole Foods Market and Walmart, which increase the national and global food mile's environmental costs. The environmental costs of intensive transportation and distribution systems that deliver out of season produce supports the global food system (GFS) developed for the mass surplus of conventional farmer outputs. Popular organic consumer's market exigency drives the demand for a constant supply of organic produce and products that unwittingly support local and global socio-economic and environmental instability. Their participation in a culturally acceptable pattern of corporate 'green-washing' has the effect of exacerbating national and global instability created by the self-perpetuating systems built around conventional farm system. These system-oriented patterns are reinforced culturally by the value placed: on the convenience of a one-stop organic grocery store, perceived knowledge that they

are supporting local employment and economies, the experience of an artificial cultural space and place to be seen, and availability of non-seasonal/regional produce and fruit.

FSP's theory of change is a practice that supports culture and the systems that feed it. Contrary to the maintenance of class division supported by the conventional self-perpetuating systems that can nourish only the socio-economic stratified populations. By reversing the circulation of the systems and the order of economic resources and culture, the paradigm can begin to work towards a mental model that supports a world in which people connect not through money but through culture (see Figure 2). By taking actionable steps to develop the capacity for residential food production and the support of local organic farms, systemic glass ceilings may vanish and therefore make permeable the barriers to economic mobility that define the current socio-economic paradigm of the USA.

FSP's existence was derived from the recognition of the current paradigm's inability to absorb economic and environmental shocks and a capacity to discount social grievances. With the local organic food movement, FSP is a social protection as the World Food Program (WFP) explains:

Social protection measures both lower food insecurity and directly weakens its link to conflict: by mitigating the impact of high food prices or other shocks, they reduce the risk of violent protests; by contributing to growth and reducing inequality, they often address root causes of conflicts; and by delivering social service, they can undermine the organizing principles of insurgent or terrorist organizations (Berman, 2009).

In every case, long-term stability is dependent on the resilience of the culture and its environment. Whether the instability stems from: domestic – governing allowance of bad sub-prime mortgages –, corporate – indentured servitude through sterile seed, input based food

production, and lobbied governmental protections –, or governmental – subsidies that devalue free market costs of food production. Local food production is unambiguous in its capacity as an actionable broad scale and local cultural change agent for humanities social protection.

FSP desires to enrich what can only be taken away volitionally: an agrarian culture and the environment that sustains it. Agriculture is the most fundamental evolutionary indicator of humanity. If system instability were to cause our current paradigm to topple, Americans would rely upon the environment and the knowledge, belief, and behavior, or agrarian culture, from which most are alienated. While the environment and the organic farming culture has always provided for humans, popular culture has nurtured an aversion for the laborious occupations of our agrarian roots, disconnecting humanity from a common experience of living.

As Roger Doiron (2011) explains, a producer of organic food cultivates a subversive culture by gardening like a farmer and farming like a gardener to be efficient, and thereby retains a greater power over their finances, health, and their ecological footprint through the production of their own organic food and reclamation of waste streams for environmental benefits. The economic circulation of these activities directly increases local resilience, the stability of socio-economic and environmental systems, and a sense of culture.

FSP aims to create cultural resilience by strengthening the local agrarian systems that have decayed. The transmission of the cultural practice of food production is the basis of human civilization, which popular America, seems to have forgotten. Culture derived from the agrarian practice of cultivation (orig. of latin *colere*) recognizes local producers of organic food as producers of culture; therefore, a farm owner is also an owner of culture; a farm worker, a producer of culture; and a novice resident producer, a cultural representative. FSP offers

residents the opportunity to be, at first, cultural representatives of the cultural practices FSP employs and upon achieving self-reliance, resident producers of culture in their own right.

Market Opportunity

Background

The source information needed for a successful social marketing campaign is the nature of the social movement of organic agriculture from the scale of the home gardener to local organic farmers. These producers have experienced not only the transition from consumer to producer but can also identify knowledge, beliefs, and behavior necessary for the transition. Acceptance of these social conditions informs the direction needed to cultivate a personal vision of a cultural practice that can enrich a potential producers' quality of life.

Information regarding the local social movement of organic agriculture in FSP's area was attained through primary qualitative research, conducted by the co-founder and ED of FSP, regarding "The Conditions for Food Production." The participants in this study included only producers of organic food, from the perspectives of farm owners, farm workers, and residential producers. Findings presented are in order of relevance to FSP's marketing plan.

The primary finding of this study is that a producer of organic food is also a producer of culture, therefore: a farm owner is also an owner of culture; a farm worker, a producer of culture; and a resident producer, a cultural representative. Food, the bottom line of culture, is the one thing that all people need regardless of any self-defined sub-culture: music, art, gaming, politics, etc. all require the culture of food. Culture, as defined by Webster-Merriam is "the integrated pattern of human knowledge, belief, and behavior that depends upon the capacity for learning and transmitting knowledge to succeeding generations."

The secondary finding of greatest importance is the required development of plant-human relations. Plant-human relations are less obvious to one who has never participated in the production of food requiring a social contract in accord with the rhythms of plant and animal life. Plants and animals are as alive as any human being, requiring equivalent attention to their needs for optimum health, which serves to inform and remind that a practice of food cultivation depends on consistent human intervention. Prerequisite to this human consistency is social, economic, and environmental stability.

The tertiary finding included the cultural points of origin of consumers who desire the experience and benefits of food production and are FSP's primary target audience. The identity of an accepted and shared culture, understood by participants of the study, were based on the experience of social, economic, and environmental stability or instability. As the dominant food culture in America comes from government subsidies of conventional agriculture and its outputs (produce, processed foods, USAID, and Bio-fuels) an artificial market exists where consumers pay less than they would in the free markets reflected by the price-value of local organic produce or products. While the awareness of the realities of food production is unnecessary to being a producer of food, it does inform the US cultural foundations of social, economic, and environmental stability.

Purpose

FSP's campaign is aimed at the cultural acceptance and norming of residential organic food production. By raising consumer awareness of social, economic, and environmental stability cultivated through food production, FSP is moving toward its vision: "food production is part of all family cultures."

Focus

The focus of this campaign is to increase FSP's client base, among high, medium, and low-income households to increase the prevalence of urban, suburban, and rural organic farmers.

Market Description

As the steady climb of home gardeners across America can be felt in every sector, demand for service providers will continue to increase. The National Garden Association (NGA) reported a 17% increase in American home gardeners from 2008 to 2011 resting at 90 million American home gardeners, or 29% of the entire population. This social movement of Americans, inspired by the economic crisis and continued socio-economic instability, are searching for measures by which they can retain firm footing for their families and local communities.

Of the 90 million home gardeners in this country, only 5% chose a practice of organic food production and definitive socio-economic and environmental stability. Of the chemical input based gardeners 37% self-defined as solely conventional with the remaining 58% electing to employ reasoned chemical use for their food production. According to the Garden Writers Association (GWA) Foundation's 2012 gardening trends research report, the majority of gardeners learn their practice from friends and neighbors (63%), garden centers, nurseries, and classes (51%) (GWA, 2012). Their survey also found that 82% of gardeners grow their own for better quality, taste, and nutrition, and 46% say home grown vegetables are cheaper (ibid). The NGA defined the typical American food gardener as female by 54%, of which 79% had graduated college or had some level of college education and 68% were forty-five years of age and older (NGA, 2009).

The US average cost per shopping trip to purchase organic food was \$140 (IBISWorld, 2009). The Food Marketing Institute (2012) found that on average, consumers make 2.2 trips per week to the supermarket, inflating an organic consumers grocery bill to \$280 per week or \$1120

per month. In 2009, the NGA reported that \$600 spent establishing a 600 sq. ft. home garden, and \$70 in fixed costs yielded approximately \$530 of vegetables during the year, reporting that in the second year, \$530 worth of organic produce costs a producer \$70.

The Boulder Economic Council (BEC), describes the history of supporting healthy lifestyles, citing its consistent ranking as one of the nation's healthiest places to live with a, "high concentration of natural and organic products companies, and the state's largest outdoor farmer's market" (BEC, 2013). The city is defiantly independent and proud of its "unique culture," which neighboring county residents define as "25 square miles surrounded by reality" (NYTimes, 2008). The county's 294,000 residents, politically diverse – 37% liberal, 36% independent, and 27% republican – and well educated – two-thirds of the populations above twenty-five having earned a bachelor's degree or higher – have created, at times, an alarming air of sophistication the above county label reflects.

Boulder County's second largest city, Longmont (population 86,270) and home to FSP is defined by a high proportion of residential neighborhoods and females, with a median age of 34. The median income for a household in Longmont is \$51,174; a median income for a family is \$58,037, and a per capita income of \$23,409 (City of Longmont Census, 2011).

Client Market

FSP's clients seek a social return on their investment. Of FSP's 2012 client base, all elected to work with FSP while being conscious of the duration and impact their investment would have toward fostering a personal connection to the earth, food, family and friends, as well as a means to achieve their own self-cultivation and self-reliance to produce a desired quantity and quality of fresh organic vegetables. Convenience and easy access to fresh organic food when a store was too far was cited as a time saver but more importantly made clients feel good about

the food they served their friends and family. Although clients realistically viewed their endeavor as supplementary to their consumption habits, all needed encouragement from a trusted source that could guide and support their practice in the garden.

Many residents have the space, place, infrastructure, and money needed to start and maintain a garden, not to mention the ability to recognize their individual tastes. The assets clients are missing, FSP is able to provide through the transmission of its cultural practice. FSP, with a client's aid, can build upon their properties physical assets to site and build the garden, determine crop options based on their taste preferences, define a maintenance regimen, and prove their ability to save money by sourcing produce from the garden before the store.

Most clients begin with zero or limited experience in a garden but through the daily rituals of plant care, they quickly learn the social conditions for organic food production. At the convenience of the client or on a regular basis, FSP can help keep client's gardens on track for successive harvests throughout their season. As clients unearth questions from the emergent process that develops as a result of plant-human relations, FSP can offer workshops and sweat equity visits to answer their cultural knowledge, attitude, and behavioral questions.

Competition

FSP is tending clients in addition to products and services it offers. Not all producers or service providers of organic food are considered competition, as their role in establishing local foodsheds is vital to FSP's vision. The backyard farming industry in Boulder and across the nation—service based and product oriented – caters to a market segment that outsources their consumption habits. FSP's new approach to backyard farming is focused on social garden educations that engage clients not only in the cultivation of the earth but of themselves as well.

Of particular interest to FSP, is the backyard farmer service provider Personal Family Farmer (PFF) of Boulder, Colorado. PFF has established a cultural practice that serves forty-five residents annually since their launch in 2009. PFF has effectively established its client base by tabling at Boulder County events with a 4' x 4' portable demonstration garden, providing potential clients with the product being offered and an attraction they can interact with. This early innovator who shares Boulder County with FSP and Backyard Revolutions are potential allies that will be developed.

While PFF utilizes Mel Bartholomew's Square Foot Gardening method developed in 1981 and Backyard Revolutions employs Bill Mollison and David Holmgren's practice of Permaculture, FSP has found itself in between, employing the cultural practice of the scaled organic production methods of two farms at a residential scale. The Living Farm's Intensive Gardening Method –akin to the Square Foot Gardener – and Sheet Mulch or (Lasagna) Row Gardening, have provided FSP with personal knowledge of plant spacing, feeding, succession planting, and soil preparation and insulation. At Frog Belly Farm, a mix of Biodynamic and Permaculture practices are employed aiding FSP in its utilization of planting rhythms in Colorado's high desert environment. FSP has a flexible cultural practice proven in 2012 affording clients: raised beds, elevated raised beds, edible landscapes, row gardens, and educational gardens from front range flat lands to mountain slopes.

FSP has identified its preferred niche market: cultural development. Given the demanding tasks associated with cultivating cultural change, the majority of backyard farmers cater only to the organic consumer market with the provider's vision and service of food production. While FSP directly competes with local backyard farming enterprises for the installation of product and

maintenance services, its core proffer of a social and affordable education in the cultural practice of organic food production, socially and economically distinguish it from other service providers.

The cultural competitors to FSP viability are practices governed by the Global Food System (GFS), through which organic and conventional consumers unintentionally degenerate local and global social, economic, and environmental stability. The local corporate organic grocers, Whole Foods Market and Alphas's, provide organic food that is picked unripe, shipped 1,000-10,000 miles, and gas ripened for sale and consumption. Contrary to short food supply chains, FSP seeks to help dampen and transform the GFS. Market exigency in America has nurtured a culture expectant of easy social interaction, artificially priced products, and steady access to unseasonable produce, while neither organic nor conventional consumer are free of the social, economic, and environmental imprint of their behavior.

In order to wean the competing culture away from their consumer habits, FSP offers incentive based maintenance and education services that meets current consumer expectations without sacrificing their integrity. By bringing an affordable service to residents' homes, FSP delivers friendly yet professional social interactions that nourish a culture's integrity, bringing awareness, knowledge, and attitude to consumer's behavior.

Six Year Vision

FSP has defined specific, objective goals and outcomes for the next six years. These goals and outcomes serve to direct FSP's priorities to establish a socio-economic and environmentally stable organization to serve residents in being not just consumers, but producers.

2013. In FSP's second season, the organization expects to break-even. The annual service project will be devoted to cultivating a community garden plot to serve a local food bank

called Community Food Share and train local youth in years to come. FSP will recruit a board of advisors to support the development of FSP's business and franchise models. Product lines of games and educational products will be developed to diversify revenue streams of FSP to offset future franchise management and operations. All twelve workshops will be available for FSP's clients for the following growing season.

2014. FSP will begin to define its franchise model and franchise management systems by recruiting a local backyard farmer service provider in Boulder County. The two enterprises operating in Boulder County, will serve as a pilot for FSP's franchise model. The co-founders will work with the enterprise to address business, organizational, and programmatic franchise relations in exchange for enhancing their service lines. By the late winter, the final revision to FSP's social purpose business plan will be complete. A social purpose franchise model will be started revising it at least once before the 2015 season. FSP will advertise in the North Fork Valley of Delta County for potential franchise applicants through S.O.I.L. Academy. This year, FSP will also establish a youth training program at the community garden established in the previous year.

2015. FSP will initiate SNAP recipient services in conjunction with the Youth and Community Development Program to serve low-income communities with youth trained at the community garden. This year will be devoted to residential services, the youth training program, and the development of its product lines.

2016. This year the co-founders will release two FSP product lines to diversify the organization's revenue streams to supplement the non-compensatory franchise activities. FSP will expand its services after the conclusion of the season by accepting its first local franchise applicant in or around Boulder County during the fall. This first cycle in

franchise enrollment and training will last through the following 2017 growing season to ensure congruency with a professional service. This franchise, in addition to the existing partner in Boulder County will give definition to the information systems needed for broad scale regional management. The first Management Information System (MIS) of FSP franchise will be completed in January of 2017. At this time the social purpose franchise plan will be annually revised to incorporate the new cultural practices of its first franchise. Throughout the season, FSP will monitor and evaluate the franchise operations.

2017. FSP will release an additional product line during the year. FSP will train a franchise manager in preparation for the co-founder's exit in late 2018. If the previous year's MIS proved an effective communication tool of franchisees, FSP will accept an additional local franchise application and one applicant outside of the high altitude desert.

2018. FSP's co-founders will operationally shift from being local service providers to managers of franchise start-ups in this year. The co-founders will train the new manager of franchise operations to ensure quality control and measure FSP's continued expansion. FSP will accept two additional franchises in Colorado and two franchises outside of Colorado. At the end of the year, the co-founders will physically leave and taking an advisory role to FSP's development and expansion.

FoodShed Productions' Business Model and Strategy

The Business Model

FSP is moored to cultural development through social engagement of local organic food production and consumption. The business model FSP uses employs local residents in their own production of organic food. An operator of FSP is tasked with capturing the imagination of a consumer's vision for organic food production on his or her own property and seeing that it

happens. FSP's motto describes the flexible process in which: *We Build, We Coach, You Keep Growing!* The tools that are employed to achieve each client's vision are the offerings FSP supplies through which social, economic, and environmental stability are achieved.

The Business Strategy

FSP will be establishing itself as a B-Corp to demonstrate the social, economic and environmental benefits of for-profit social enterprises. By employing a franchising strategy of its business model, FSP will provide organic farm workers with an exit strategy from temporary work to social enterprise ownership. Organic farm workers lacking financial stability represent an under-employed human resource of cultural knowledge and are among the vulnerable and working poor. The seasonal nature of a farm's rhythm defines a systems gap that workers, committed to learning the principles their employers practice, must bare, unless an opportunity becomes available. A small team of trained organic producers who have acquired the experiential knowledge, belief, and behavior on organic farms, necessary to produce organic food independently, are capable of operating the FSP business model.

Farm workers will often travel great distances to find an organic farm employer in which to discover and experience organic farming. The significance of this trend is that in one saturated organic farming community FSP has access to markets throughout the country. In Colorado, that community is the North Fork Valley. If an organic farm worker returned home they could establish a FSP franchise and serve their local community through their social network of friends and families. In this manner, FSP seeks to disseminate the culture that promotes and develops the conditions for and practice of residential organic farming.

By having increased FoodShed Productions' client base to twenty-five local residents and net profits greater than \$13,000 (between \$8,000 and \$10,500 more than their median annual

incomes of farm workers, according to the US Dept. of Labor), FoodShed Productions will afford farm workers a vision of an income in reach with the cultural practices they already have developed. FoodShed Productions' strategy is to financially prove its viability as an exit strategy for seasonal farm workers, demonstrating an ability to break even during their first year, following FoodShed Productions twenty-hour workweek.

Description of Products and Services

Site Evaluation and Consultation – Self-reliant Services. This service includes an evaluation of a client's environmental conditions for food production, local food production based on preference, socially desirable appearance of gardens, economic solutions to accomplish their production goals, and time sensitive monthly tips.

Contract - We Build, We Coach, You Keep Growing! Charges will vary according to garden size and Sweat Equity Discount. This core service includes: the construction, cultivation, and planting of a client's gardens, 1x / month maintenance/education visits (On-demand or scheduled), and planting guides.

Perpetual Client Support. A past client of FSP's may opt-in for free seasonal planting reminders, weather updates, as well as program improvements in addition to the monthly tips. This free service is designed to encourage self-reliance.

Contract Options – Production Incentives. To meet a client's social lifestyle, economic circumstance, and desired education level, the contract can be amended. Each amendments exchanges greater client participation in their food production for a decrease in the service price.

Sweat equity – less equals more. The term is used to describe client participation in the physical work required to build or maintain something. FSP offers clients sweat equity rates on the construction of their gardens and maintenance visits. The conditions for

sweat equity rates are agreed upon before work begins and are subject to change when conditions are not met.

8-Month maintenance visits. During a maintenance visit, FSP will inspect the health of a garden; remove weeds and pests, thin, prune, trellis, turn the compost, harvest, and more. Maintenance visits are paid in advance and scheduled: upon request, 1x/Month, 2x/Month, 1x/Week, or 2x/Week.

Community Grower Workshops. FSP's workshops train clients for self-reliance in organic food production and consumption. The workshops are 2 hours in length and engage participants in experiential learning in the host's garden. Workshops are hosted at the residence of clients and lead by FSP. All workshops require pre-registration by either a single client, who pays a premium, or by a community of 5 or more, that share the costs. These guided experiential learning workshops will include: hands-on practice of techniques in a garden, visual aids, material handouts and exercises. In 2013, these five core workshops will be offered:

- *Composting and Soil Health.* This workshop provides the information that creates the conditions in which food grows and performs at its optimum level. The beauty of composting is its utility in reuse waste streams while enhancing a soil's ability to produce better tasting and higher yielding vegetables. Beyond vigorous plants and a weed free garden, the quintessential indicator of a good gardener is their compost. Compost, like the plants, requires some planning and periodic attention, which are the topics of this workshop.
- *Maintenance.* The maintenance workshop is designed to provide a foundation for food production. A good maintenance program requires very little of your time (>5 hrs/wk). In each topic, weeding, watering, thinning, pruning, and trellising, there is a wealth of cultural practices that inform a producers preferences. For instance, within the topic of weeding, there are cultural, mechanical, and physical weeding techniques, that if applied correctly, will save time and effort, while increasing plant yields.
- *Climatic response.* This workshop on climatic response amounts to preventative plant healthcare. The life cycle of a vegetable plant is but one year of our lives, but the quality of the plant's produce is dependent upon its environmental conditions: ventilation, spacing, hours of full sun, shade devices, shelter and insulation.

- *Succession planting.* Succession planting is key to garden management and includes: crop rotation, bed preparation and planting, and plant feeding. Succession planting is about timing the rhythm of post peak production of a vegetable crop with a new crop rotation. The successful coupling of these two methods, crop rotation and succession planting, will keep your soil healthy and your plate always full.
- *Integrated Pest Management.* IPM is a practice you will know more about for your garden than anyone else. Attracting and ordering biological controls (Ladybugs and Praying Mantis), using cinders to keep out slugs, or companion planting to distract pests and animals, shows a balance between nature and nurture coupled by decisive action.
- *Workshops in development.* Spring, Summer, and Fall Planting, Harvesting Techniques and Washing, Meal Design, Prep, and Execution, Preserving Your Harvest, Winter Stewardship, Plant Starts, and Green House Management.

Youth and Community Development Program (available, 2015). This service offers the economically unstable a service competitive with conventionally grown subsidized foods. The cost of materials can be half the cost of our local competitors and maintenance visits free, through our Youth Training Program. This service will provide those without prior access to organic food the opportunity to conveniently enjoy fresh food at a fraction of the organic costs and competitive with the conventional costs of produce.

Earth-Date Program (available, 2015). This dating program is designed for young adults who desire genuine interactions during their first date. No phones are allowed, work clothes recommended. Opposed to a conventional dinner and movie, FSP guides young couples during a 4-hour experiential learning work date that includes: working in the earth, harvesting of vegetables, washing of vegetables, meal design, prep, and cooking, and ends with the dinner they created.

Social Components

The vision, mission, and operations of FSP are rooted in social return. FSP's operations are measured not by its economic climb, but by the social benefits and impact its operations generate. Measured through a ratings and analytics system, Global Impact Investing Rating

System (GIIRS), to evaluate for-profit corporations for certification as a Certified B-Corps. This organization and its parent, B-Labs, are creating a community of Certified B-Corps that meet rigorous standards of social and environmental performance, accountability, and transparency, defining what it takes to be a better company in the 21st century. The applicants awarded the Certified B-Corps Status must successfully pass the 'B Impact Assessment', which evaluates businesses' governance, social, environmental, and economic impact. Having successfully passed the impact assessment, FSP will be aligning itself with this community of businesses and will utilize the assessment as a baseline evaluation upon which it will improve.

Contrary to the economies of scale, sought by corporate enterprises, FSP has the capacity for broad social engagement and behavioral change because it will intentionally remain small and versatile. Through self-imposed geographic and growth limitations, demarcated by Boulder's county line and limited client applicants. FSP will aim to source 75% of its material inputs locally, and determine the economic capacity for franchise saturation of a given area.

Competitive Advantage

As an organization, FSP has a distinct position in the field of organic backyard farmers'. Unique because of its competitive design-build, maintenance pricing, and core educational services, FSP keeps the costs of garden construction low, offering 2/3 more organic food production space than its local competitor for the same cost. Intentionally under-pricing the design-build and maintenance services in the process of food production, FSP aims to increase client's willingness to invest in their own education, through sweat equity and Community Grower options, helping FSP achieve its cultural goal of client self-reliance.

FSP's organizational positioning as a bridge for the organic farm worker to franchise operator will increase the breadth and depth of penetration in the consumer market. The cultural

practices of production techniques garnered through franchisee practices will afford FSP what other service providers cannot without reckless growth to expand their practices. After a network of local franchises has been established and communication channels proven, FSP's franchise culture will be poised for a regional debut.

Current and Future Strategic Partnerships

The slow, methodical growth of FSP in its early stages will ensure effective systems management for endurance and viability in the service based American market. Local and regional strategic partnerships necessary to FSP's growth include: the Longmont Farmers' Market (LFM), local community gardens, a high school, organic farms, backyard farmer enterprise as well as the S.O.I.L. Academy in Delta County, CO. These strategic partners will represent the foundations of FSP's primary business model and future franchise model.

In early spring and late fall, the LFM will provide FSP an opportunity to intrigue organic consumers with a portable raised bed and visual ads creating the opportunity to help residents envision their own food production. The cultural space and place attracting "the unique Boulder demographics of health-conscious people" that lends "national exposure to community groups," is the LFM, the largest farmers' market in the state, and is a stable platform to build FSP's name recognition (BEC, 2013).

The LFM is a 5-minute drive from the Second Start Community Garden (SSCG), in the historic residential district of Longmont. SSCG offer another cultural space and place where FSP can lead a high school volunteer youth through our workshops as a training program. The community garden is open from March through June, costing \$45 for a 18' x 18' plot. Trained youth can then provide low-income clients free maintenance visits to ensure a successful season

through the Youth and Community Development Program as well as have the opportunity to setup a garden at their respective homes and teach their parents.

Of the local organic production farms, within or adjacent to Boulder County, FSP seeks not to compete but to complement the service they provide. FSP's desirability to local organic farms is sweetened by their opportunity to implement farm tailored FSP: Worker Training, Community Grower Workshops, Earth-Date Service, and Volunteer Programs. These programs have the potential to decrease labor costs while providing free social advertising in local communities, from which, CSA shares can be filled and local farms revenue streams diversified. The current business relationship, between FBF and FSP is being defined for mutual benefit and may become a model for collaboration for future FSP franchises, where operators can exchange the above services for residence and access to a professional space for growing both, organic plant starts and their business, and a share of the delivered program profits. By complementing local farms, FSP deepens the community relationships and culture of through shared experiences.

FSP aims to cultivate a strategic partnership with the S.O.I.L. Academy, a non-profit in the North Fork Valley of Colorado that works toward interdependent living through sustainable organic agriculture. FSP seeks to utilize S.O.I.L.'s organic farm worker potlucks to promote franchise ownership as an exit strategy and farm worker support system.

Pricing Analysis

FSP's pricing is competitive with the local service provider, Personal Family Farmer, but with a greater focus on incentive based educations and cost effectiveness. The hourly rate begins at \$50 for the first hour and \$25 for every hour after. Materials, construction, and planting of gardens are included in the price of a client's initial investment. FSP encourages new clients to begin with raised beds of cinder blocks and manufactured organic soil for increased fertility,

workability, climatic response, low costs, and mobility. The base prices of FSP's services and products act as monetary disincentives to encourage clients to be more active in their garden and to share the costs of their experiential learning. Monetary incentives exist for all services and many products in the form of Sweat Equity and Community Grower commitments rates. Sweat equity decreases the hourly rate of \$25 by 25% to \$18.75/hr (See Appendix D) while the Community Grower Commitment decreases the hourly rate an additional 15%.

Regular and irregular one-hour maintenance visits are offered for an 8-month season to clients who: have planned and unplanned absences, appreciate the extra attention to their gardens, and enjoy company and the efficiencies of group maintenance. Regular maintenance visits scheduled and paid in advance are given priority to irregular maintenance visits. Pricing of maintenance visits decrease with the increasing frequency (See Appendix E). In addition, Sweat Equity, offered to all clients, is on a sliding scale for SNAP recipients to bring FSP's total maintenance visit costs down 25%, and beyond the first hour, maintenance services are free.

Two-hour educational workshops are available for clients committed to their own self-reliance. Clients who opt to take workshops one-on-one pay the premium price for their personal experiential learning of the cultural practice of organic food production (See Appendix E). However, FSP's Community Grower option inspires communities to come together, a priority reflected in FSP's service pricing. Clients who opt to pre-register at least four members (couples count as one member) of their community and host a Community Grower Workshop will pay significantly less, as will each community member (See Appendix E). SNAP recipient clients, committed to hosting Community Grower workshops receive an additional 15% off the total cost of the maintenance visit and pay only 34% of the cost of a 1:1 workshop, bringing FoodShed Productions and clients mutual benefits and enjoyment through the social capital they generate.

Each year, FSP commits to realizing a service project for a good cause. Each client has the option of supporting the following year's service project by electing to add 5% to their invoices. In 2012, FSP's clients contributed \$266.49, which will be invested in a local community garden to host youth workshops in FSP cultural practice and to measure the quantity of food a single garden plot can produce in food donations.

Revenue Model Overview

The organization has developed a strong plan for increasing revenues over the next three years. The revenue model (See Appendix F) illustrates how the FSP will financially support itself during the next three years by shifting its focus from construction to maintenance and education. Increased revenues positively correlate with FSP aim to reach a client capacity of fifteen clients in 2013 to twenty-five by 2015. The start up (2012) and second year (2013) show the overall impact this business plan is anticipated to have on the operations of FSP.

FoodShed Productions' Logic Model

FSP's logic model describes inputs and activities that generate desired social outputs. The model demonstrates the outcomes FSP's anticipates to achieve during the next decade and the overall social, economic, and environmental benefits of its operations (See Appendix G).

FoodShed Productions' Marketing Strategies

FSP understands that when a trend informs consumer purchases and the purchases are not based on the integrity and benefit of the socio-economic and environmental systems that produced the product, the connection to and significance of the purchase is fragile. FSP's service delivery approach links cultural, socio-economic, and environmental factors to inspire resident's commitment to their practice of organic food production. Clients of FSP's expect a professional service complete with an assessment and consideration of their: property as a productive asset,

preferred crops, socially and economically appropriate approach for their communities and within their budget, as well as access to the cultural knowledge they need to produce their food.

Beyond this, what they do not know they need, is the adoption of behaviors that consistently intervene on behalf of their plants. FSP's job is to consistently intervene to truncate negative results that stem from inexperienced behaviors. Plants are vulnerable and dependent upon their producer, just as a new producer is vulnerable and dependent on their source of knowledge. As most home gardeners learn their practice from neighbors and friends, FSP is gearing itself to utilize these informal communication channels to present Community Grower Workshops. Longmont's household median incomes reflect a prevalence of single income earners, a sign that many of the households have a traditional American 'stay at home spouse,' which is ideal for home food production.

By shifting revenue stream from product construction and installation to workshops and sweat equity maintenance visits FSP is discounting not only the construction of the gardens but client educations as well. FSP's challenge is to provide socially, economically, and environmentally appropriate solutions on a client-by-client basis that can bond a cultural identity from the consumption of organic food to its production. FSP's attention paid to client's gardens and their pace on the learning curve, ensures appropriate solutions for their garden's physical appearance, plant health, timely interventions for pest and disease management, successful harvests, as well as client's personal goals and progression towards self-reliance.

All Consumers who become Producers Benefit

Regardless of a producer's social, economic, or environmental circumstance, the benefits of a cultural practice of organic food production have the potential to be similar, if not the same. The consumers of organic food, economically stable, enjoy the discretionary income to pay the

free-market prices for local and organic foods. The consumers of conventional foods may require cheap food for their sustenance and/or be unaware of the benefits of food production. This group, the main focus of FSP, constitutes the majority of the populace, without prior access and underserved, representing the segment of society who are most vulnerable to the impacts of a fluctuating global market. By nurturing a culture of community through organic food production both consumers have the opportunity to become the exemplars of cultural stability.

Producers realize social benefits

The time spent in a garden affords social benefits that could not have existed solely as a consumer. Gardening creates visual social cues that help create and support a sense of community (Ohmer, 2009). A producer of food in a community is recognized as being self-reliant and a source of cultural knowledge. The mostly gentle activities of gardening are appropriate for all ages where parents can teach their children and vice versa. The connection between family members working together in a garden demonstrates a work ethic and has the potential to bridge generations past, present, and future, redefining a family culture. A lifestyle of a gardener offers: beautiful moments every day, satisfaction of eating healthy food, and greater cultural appreciation of food. The work ethic in combination with the development of plant-human relations is recognized as an environmental tool for the rehabilitation of psychological disorders, substance abusers, and social deviance (Kaplan, 1995).

Producers Realize Economic Benefits

The long-term economic pay-offs of producing organic food is present in the acts of tending a garden and eating fresh food. Improved personal and family health decreases health care costs associated with processed and fast foods that reflect a lifestyle of inactivity. A producer skilled at preserving their harvest can avoid winter grocery store trips, enjoying canned,

dried, and frozen foods from their garden. The economic health and resilience of local counties and communities depend on the short food supply chains that provides consumers the most effective means to an economic vote and producers access to a sustainable self perpetuating system that builds local autarky and increased property values through cultural appeal.

Producers Realize Environmental Benefits

Plant-human relations cultivated by the act of organic food production produce not only food but also a connection to the earth and appreciation of human impact. A garden lets a person observe the impact they have on plants when they are attentive or neglectful of their plant's needs (Subramaniam, 2002). Realizing the value a place and space has as a productive asset, be it a backyard or patio garden, creates a relationship inclusive of humanity as part of nature.

Organic producers realize the food most people consume is grown in lands where the soil is sterile and the waters contaminated. Conventional farms that serve the conventional grocery stores, dependent on GMO seeds, pesticides, herbicides, and oil-based fertilizers are culturally fallow. These industrial practices poison workers without healthcare or a living wage, and allow consumers to ingest what has not been proven to be safe in a governmentally accepted experiment (Shattuck, & Holt-Gimenez, 2009).

Position statement

FSP has two positioning statements depending on its audience: either organic food consumers or commodity food consumers.

1. We want organic food consumers to see residential and urban farming as being fundamental to a vibrant social, economic, and environmentally stable and enriched quality of life as more important and beneficial than the conventional wisdom of the popular food culture.
2. We want commodity food consumers to see residential and urban farming as a vehicle to increasing their social, economic, and environmental stability and personal quality of life as more important and beneficial than conventional foods.

Marketing Objectives and Goals

FSP has three primary objectives that inform consumer belief, knowledge, and behavior. Before either knowledge or behavior objective becomes relevant, FSP's belief objective is aimed at consumers visioning themselves working for the production of their own organic food. In order for a consumer to be able to meet their behavior objective they will need access to cultural knowledge, FSP's knowledge objective. FSP's behavior objective is the experience of consumers growing and consuming their own organic food.

These objectives are accompanied by specific goals from the perspectives of clients, serving as a reminder of their reasons for their choice to produce and not just consume food. Clients of FSP's will fill out an intake and exit survey (See Appendix H) that measures the experience and achievements of their transition, including the demographics and measurable behavioral differences before and after the growing season. The demographic data will include: name, age range, gender, occupation, and status as a SNAP recipient. The experience clients have with the transitions from consumer to producer is expected to provide useful data about individual change in behavior, knowledge, and belief.

FoodShed Productions' Social Marketing Strategy and Implementation

FSP invites local residents to taste a quality of life as a producer not limited to the consumption of shelved products at the store. FSP provokes residents to pursue a lifestyle conducive to the production and consumption of their own organic food. The increased demand for gardening activities in the last four years in 'big box' stores (NGS, 2011) are culturally attracting the largest share of profits, misleading first time gardeners to input intensive products and practices. The exhaustive advertising efforts of corporate suppliers and government aid account for the gap between overwhelmingly conventional to organic home gardeners.

Boulder's self-perceived and 2010 acclaim as "America's foodiest town" by Bon Appetite magazine raises client expectations. Their garden must be not only affordable, tailored to their preferences, conveniently located, and a social focal point, but also culturally defining as well. The land as a productive asset for each client is unfamiliar yet the individual call to pursue its utility is undiminished, however misguided.

FSP's products and services are designed around the benefits of food production and the consumer's knowledge, attitude, and skills needed to produce their own organic food. Clients desire access to fresh organic food, improved health, a sense of belonging to place and space, relationship with their land, and a beautiful change in their family culture. FSP's purpose during a client's cultural initiation to the realities of organic food production is to provide appropriate interventions for their smoother transition from consumer to self-reliant producer.

Clients access experiential learning through FSP's cultural practices of organic food production. FSP's offers the cultivation of a client's knowledge, attitude, and skills through a range of educational options including: a consultations, sweat equity construction and maintenance of a variety of garden types and sizes, as well as, quick, hands-on workshops aimed at gardener self-reliance. Planned improvements in 2013, include the use of a site log (See Appendix I), twelve Community Grower Workshops, and video tutorials.

FSP's mobile operations meet clients where they are. Affording convenience to local residents to schedule visits to their homes on weekends and 3 days during the week during FSP's twenty-hour workweek. When a visit is not required, FSP makes use of email to remind clients of important dates (e.g. spring, summer, and fall planting).

The first visit establishes conditions for food production: social, economic, and environmental. These conditions inform the actions FSP and clients will take to be accountable

for their season. A consistent plan for human-plant maintenance requires an evaluation of place and space for food production, an intake survey to define expectations, and a consultation in gardening practices. Once the conditions have been established, FSP will return on a scheduled date for the second visit to build and plant the garden and present the client with plant health care handouts. After the second visit, FSP establishes monthly updates to keep clients informed about climatic change, pest control, and feeding schedules. Both the maintenance visits and Community Grower Workshops are additional opportunities for client experiential learning.

The flexible range of services FSP offers meet each client where they are and as they are. The co-founders of FSP will deliver the message aimed at the cultural acceptance and norming of residential organic food production, sharing how social, economic, and environmental stability are cultivated through food production. A vision of a consumer's working for food production can inspire a greater understanding of how the practice can enrich the quality of their life. Following FSP's motto: "We build, We coach, You keep growing" inquiries can be quickly addressed by explaining that: "We are a social enterprise that teaches local residents how to produce their own organic produce. We build your garden, we coach you through the steps of maintenance for a successful harvest and you keep growing with the rhythm of each season."

FSP's market presence, to date, has depended solely on word of mouth. This year FSP will establish a community garden plot in Longmont and canvas neighborhoods around the garden as well as table at the LFM with Marketing Materials (See Appendix J). SSCG will provide an example garden from which produce harvested will be donated to a local food bank. FSP's example garden is an opportunity for Longmont residents to see their home gardening potential. In 2015, FSP will launch "The Youth and Community Development Program" to

access lower income residents with trained youth from the previous season, who volunteer their time and expertise to ensure Longmont clients enjoy a successful harvest.

Budget and Funding Sources

Start-up capital was raised through the crowdsourcing platform Indiegogo, raising just over \$6,000. Of the start-up funds, FSP recorded capital expenditures at \$2,020 and a donated vehicle. The budget for the 2013 season accounts for the fixed and direct costs of garden construction, client handouts, transportation, advertisements, and a fixed salary. The cost of a garden varies greatly and is dependent on scale and materials used. FSP spent \$3,653 on direct costs, \$9,044 in operating costs, and including a salary of \$1,800 in 2012. In 2013, FSP expects to decrease its operating cost through Just-In-Time inventory of garden materials to minimize long-term overhead and recuperates costs quickly. As the co-owners are the only operators of FSP, the time spent in the creation of workshops, advertisements, website, and handouts will not be compensated except for the revenues generated from the services delivered.

FoodShed Productions' Resource Generating Strategies

FSP anticipates having fifteen clients of varying food production ambitions in 2013. By favoring small gardens, 1x/month maintenance visits, and Community Grower Workshops, FSP aims to achieve the revenue forecast in 2013 (See Appendix K). Revenue models for 2014 and 2015 are included as well to show FSP goals of expanding its client base to lower income markets and by broadening its service offerings.

Facilities Strategies

The minimal facility needs of FSP during start-up and operationally established years are flexible. For example, FSP resided with a local resident, trading a room for the maintenance and up-keep of their greenhouse and the construction and maintenance of a row garden for the first

ten months of 2012. Since October of 2012, FSP has re-located to FBF, where the co-founders of FSP are employed part-time with room, board, office space, and greenhouse space. At FBF, FSP is developing service programs and growing client starts for the 2013 season.

Governance

FSP's governing structure is currently directed by the co-founders with governing guidelines provided by the ED's experience from SIT's degree course Social Entrepreneurship and B-Labs Certified B-Corps evaluation. Direction provided by a BOA will aid in business management and will be recruited from the following professions: a legalese to aid in establishing by-laws to protect the organization from mission drift, a retired accountant to help with internal auditing, a franchise director to assist in the definition of FSP's franchise model, a human resources manager to council the co-founders in the application process of future franchisees, an educator to aid in the development of training programs for franchisees, and a rotation of farm owners to refine cultural practices FSP's franchisees might employ.

Staffing

Current staffing needs are minimally directed and implemented by the co-founders but are anticipated to increase in 2015. The ED manages the development of financial statements and graphic content in FSP's operations including: garden installation, monitoring and evaluation of services, workshops, maintenance visits, and the community garden plot. The CD designs graphic identity of FSP, communicated through: workshops, handouts, product lines, the website, in addition to defining client's planting schedules and management of client starts. FSP will be offering a intern position as educational program developer to aid service operations and the development of local farm relations. The intern would co-develop the local farm programs including: Worker Training Programs, Community Grower Workshops, an Earth-Date Service,

and Volunteer Programs. The organizational chart (See Appendix L) shows the general structure of FSP with one future franchise patterned after the original.

Organizational System Requirements

The physical assets an FSP social enterprise requires include: facilities (See Appendix M), a light shelf, containers, potting and manufactured soil, and access to water for the production of plant starts, a computer with internet connection, marketing materials, and a vehicle to access clients' homes for delivered services.

FoodShed Productions' Financial Statements

The assumptions about FSP's growth each year are based upon the direct and fixed costs associated with the five paying clients of the 2012 season. The expenses and revenues of the 2012 season were extrapolated to FSP's projected client goals of fifteen, twenty-two, and twenty-five with each year. Salaries were maintained at the current level over the next three years while FSP develops and refines its service lines. The income statement, the statement of cash flow, balance sheet and 3 year budget are listed in the appendices N, O, and P.

Risk and Strategies for Their Mitigation

FSP has identified several risks, to which, mitigation plans are in place to truncate impacts in the event that they impede the stability of the organization. These are briefly described below.

1. Projected costs exceed budget

The fixed costs of \$6,000 taken from the 2012 operating expenses accounts from which three expenses were non-productive and provide a liberal buffer for error. In the event that this margin of safety is exceeded, FSP's co-founders will carry the costs with income from part-time jobs at FBF.

2. Spring marketing efforts do not secure fifteen clients

Should tabling at the LFM and canvassing of Longmont neighborhoods fail to procure fifteen clients, FSP will post flyers at local restaurants and cafes. Should these additional

efforts fail, FSP will devote the extra time to product line development and in the fall of 2013, begin marketing efforts for the 2014 season.

3. Material shortages increase direct costs

Material shortages due to the drought are impacting farming communities in Colorado. FSP is on a tight budget and if material prices exceed projected costs, FSP will have to pass the costs onto its clients, making up for the costs by reducing operating costs, or carry the costs from co-founders part time jobs.

4. Capacity to maintain gardens is exceeded

In 2013, while FSP is defining its business relations with FBF, the co-founders had to share their time for FSP with FBF. The ED, working part-time at FBF and the CD, working full-time, leaves the majority of physical operations to the ED. To account for this shortfall, FSP has defined the construction of gardens with cinder blocks to minimize complexity of gardens, so the work can be time efficient and manageable by one person. Should the anticipated fifteen clients become more than the ED can handle, FSP has established a connection to volunteers who have offered aid through the 2013 season.

5. Franchise plan exceeds organizational readiness

Should the 2013 season miss its financial and developmental targets, the plan to franchise can be pushed back to subsequent years.

FoodShed Productions: Abridged

The purpose of FSP's social purpose business plan was used as mechanism to define the business, programmatic, and organizational development that can meet its vision of food production as part of all family cultures, will in the future be utilized to court and direct angel investors' SROI. Through resident's perseverance, perspiration, and cultivated practice of organic food production, FSP will aid neighbors' reunite with a sense of community, security, and culture. Social, economic, and environmental stability by producer's cultural knowledge, belief, and behavior holds our potential for a quality of life in reach and unsurpassed by consumer cultures. FSP, inspired by humanities' potential, seeks to "animate to some degree of public spirit" the people it serves by putting "into motion so beautiful and so orderly a machine" (Smith, 1759, p.186).

Appendix A

Quantitative Research

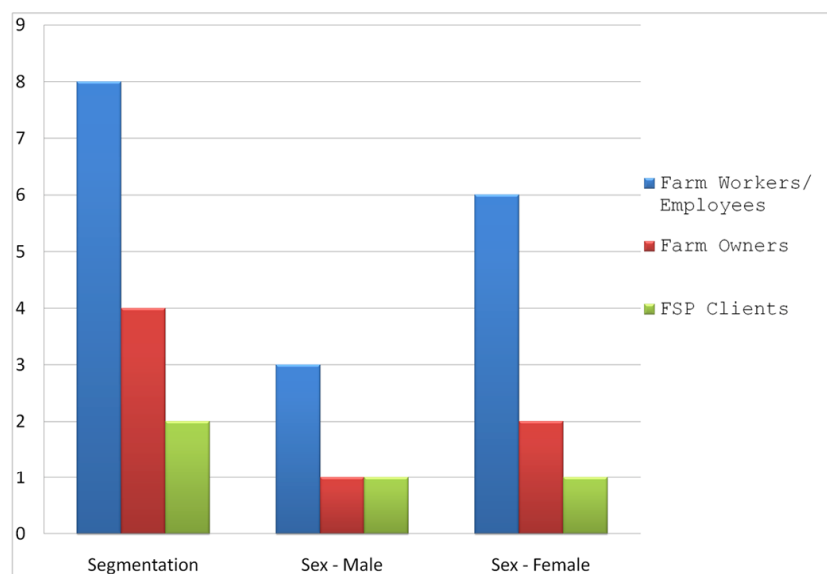


Figure 1. Interview Participant Demographics. Showing farm worker/employee, farm owner, and FSP client segregation and gender.

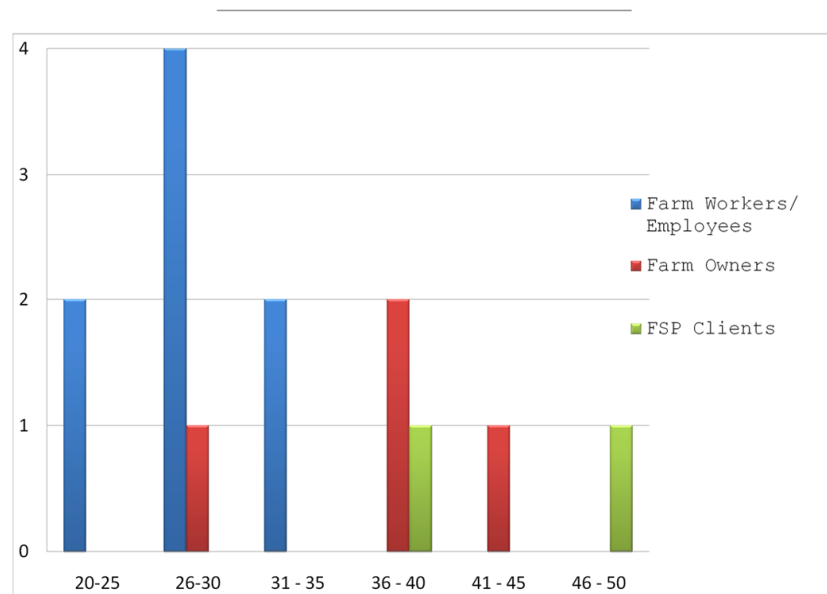


Figure 2. Interview Participant Age Range. Shows age in terms of workers, owners, and residents.

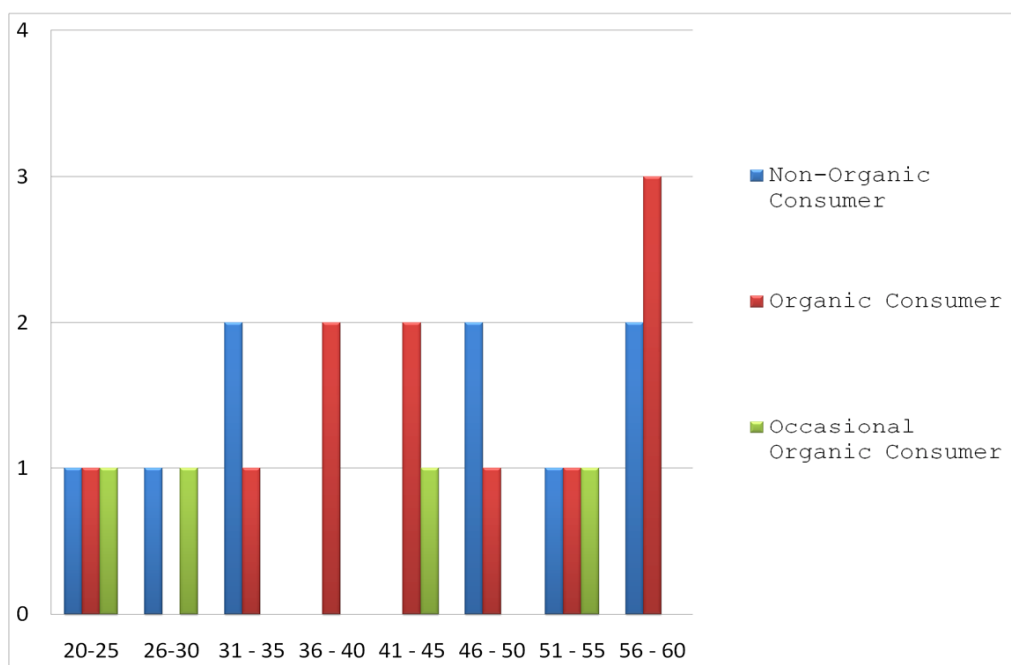


Figure 3. Survey Participant Age Range. Graph shows age range by consumption behavior.

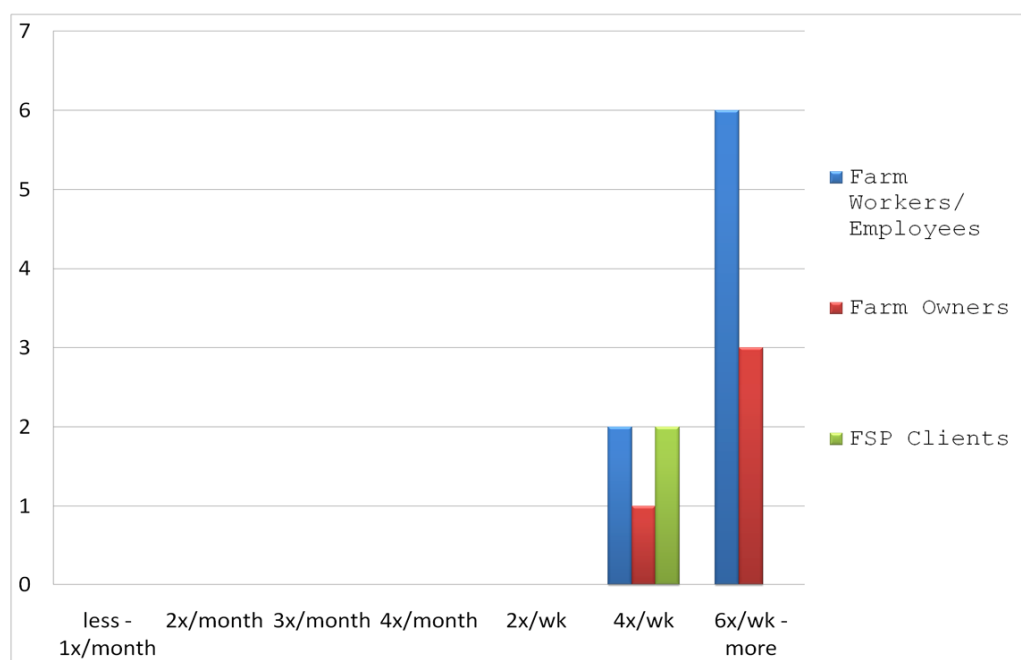


Figure 4. Food As A Topic Of Conversation Among Interview Participants. The frequency conversations pivot around food among producers.

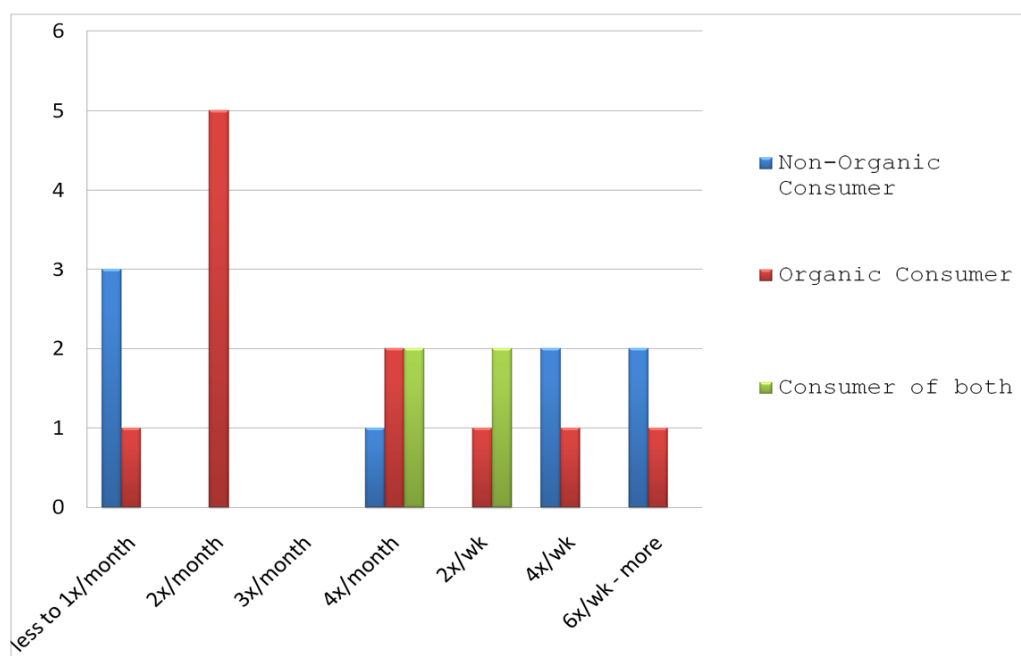


Figure 5. Food As A Topic Of Conversation Among Survey Participants. The frequency conversations pivot around food among consumers.

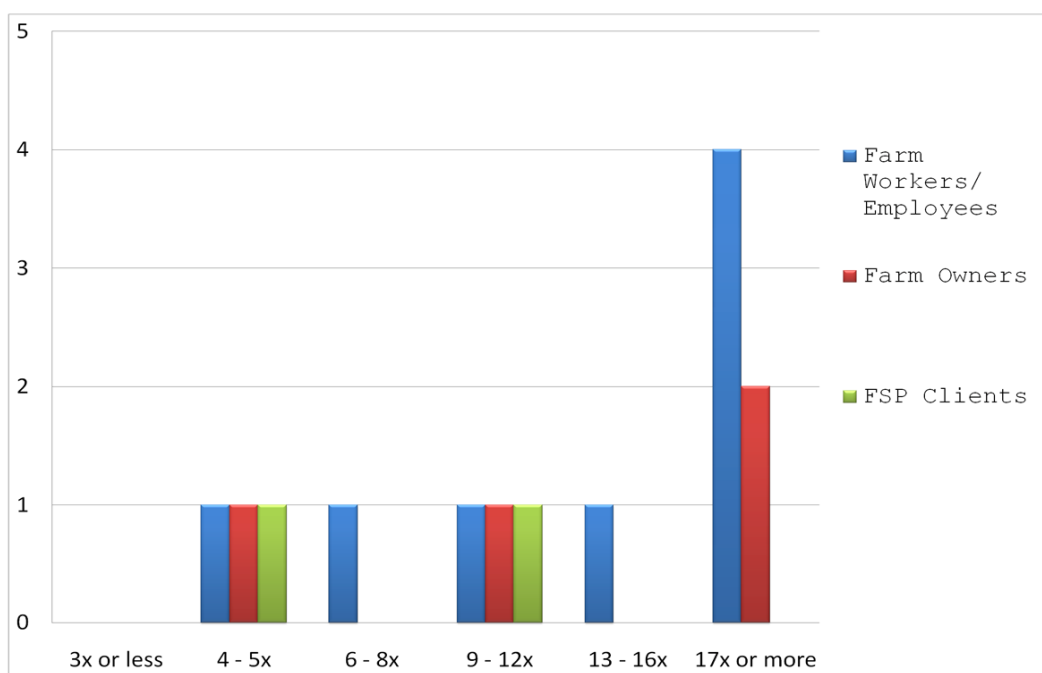


Figure 6. Number Of Times Interview Participants Cook Each Week. Shows producer behavior in the kitchen.

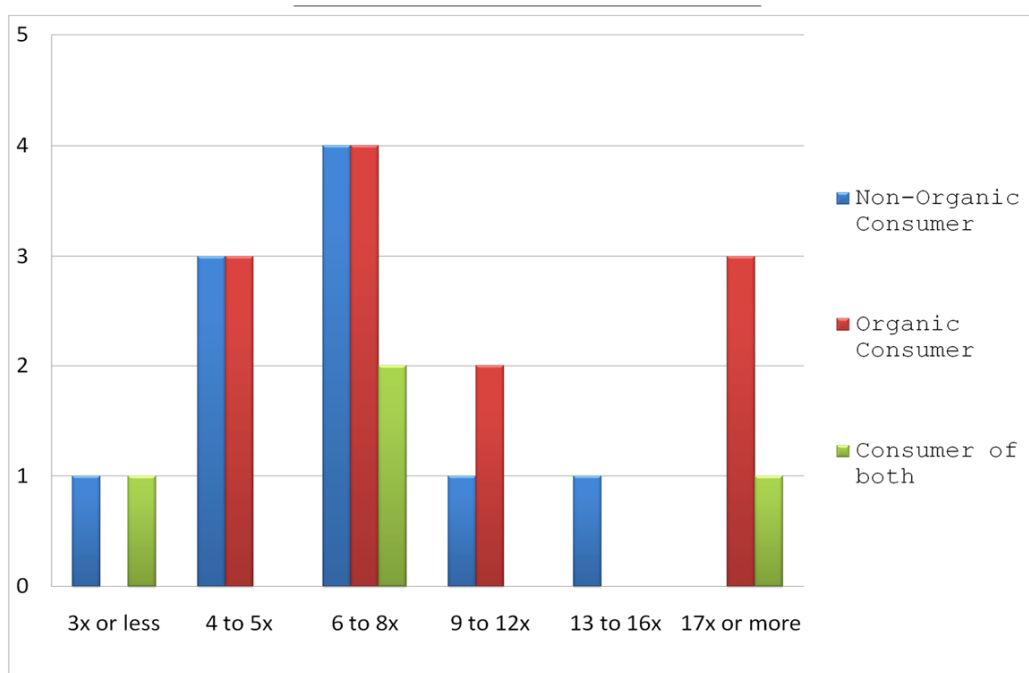


Figure 7. Number Of Times Survey Participants Cook Each Week. Shows Consumer behavior in the kitchen.

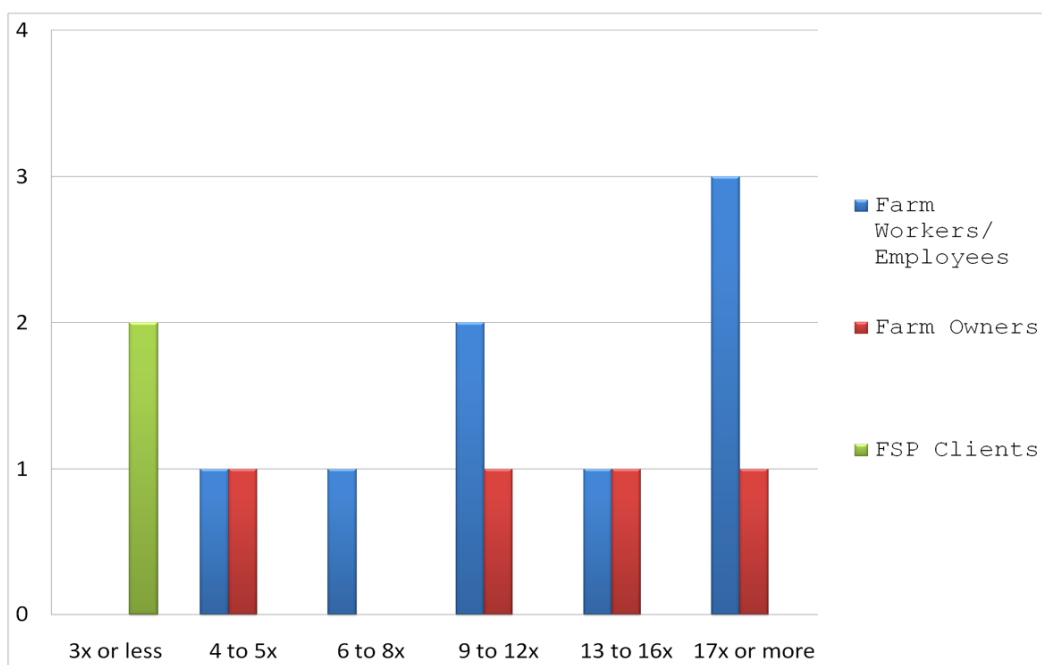


Figure 8. Frequency Interview Participants Cook With Fresh Produce Per Week. Illustrates producer familiarity of cooking with fresh food.

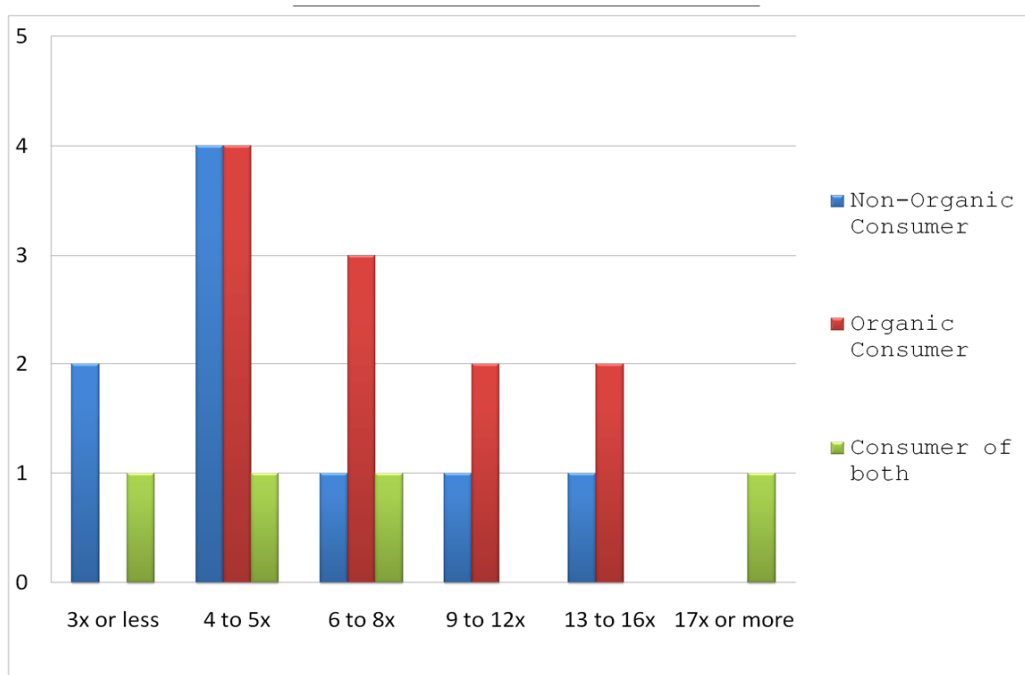


Figure 9. Frequency Survey Participants Cook with Fresh Produce Per Week. Illustrates consumer familiarity of cooking with fresh food.

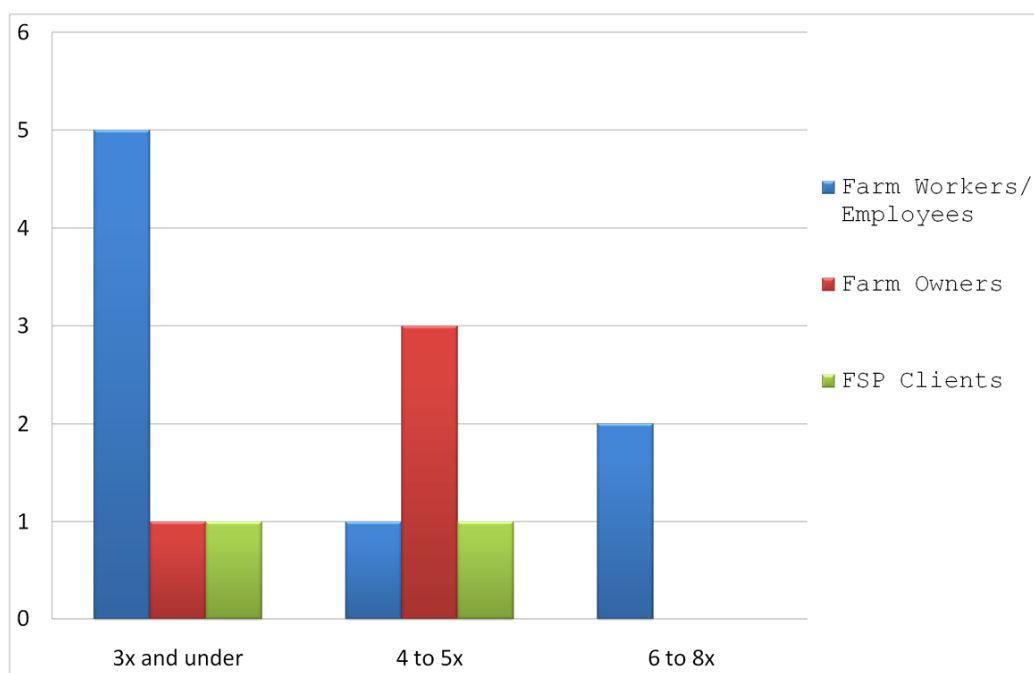


Figure 10. Number of People Interview Participants Cook for Regularly. Measures community size around meals and meal size.

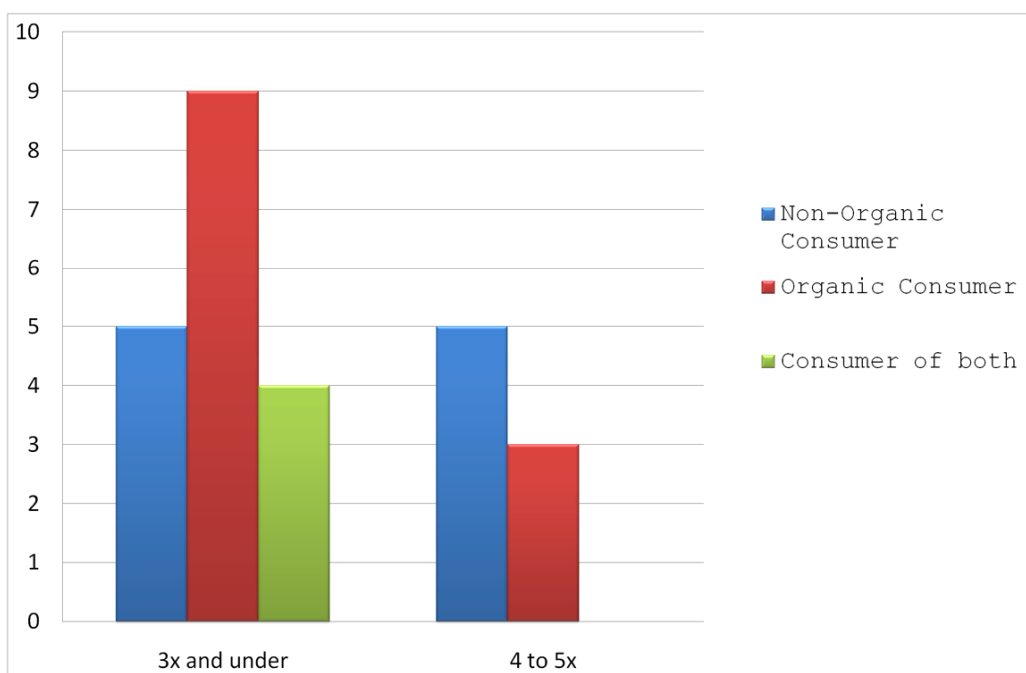


Figure 11. Number of People Survey Participants Cook For Regularly. Measures community size around meals and meal size.

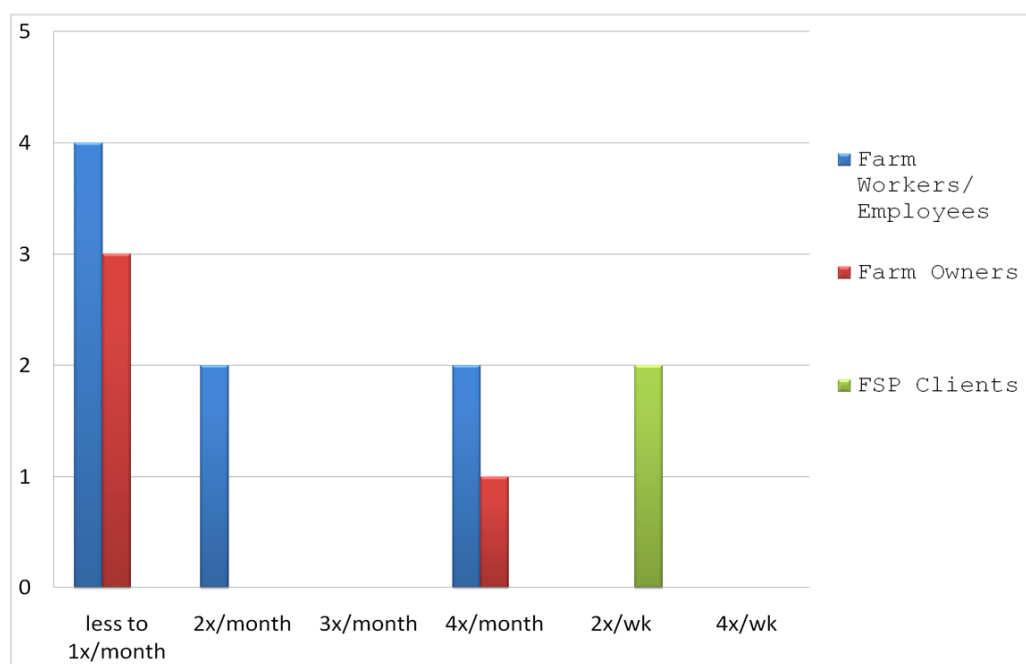


Figure 12. Trips Interview Participants Travel To Grocery Store. Graph shows the frequency producers of food travel to the grocery store.

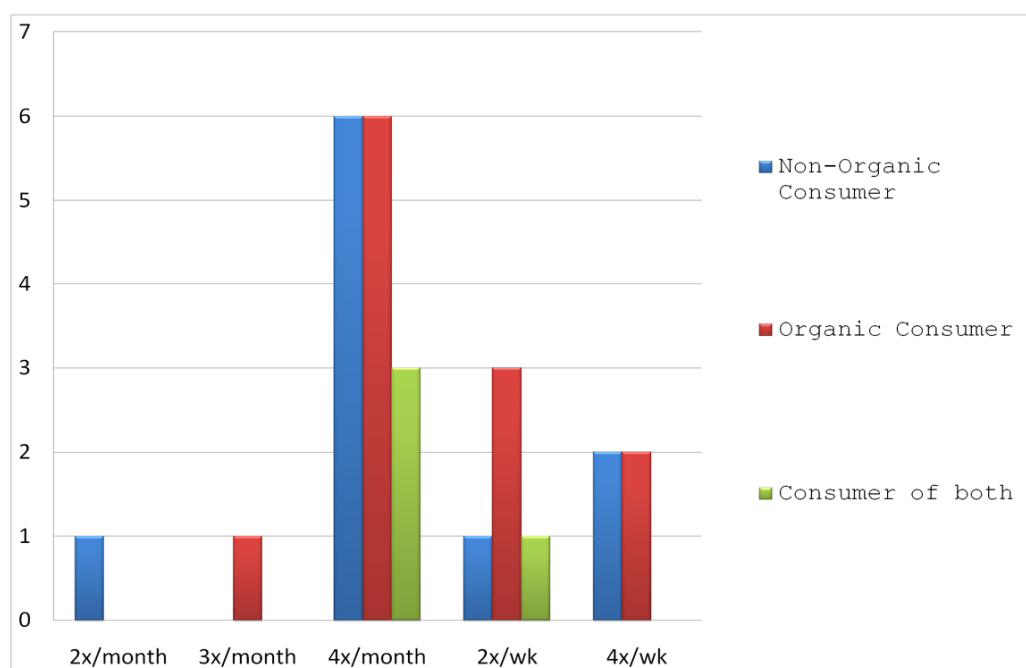


Figure 13. Trips Survey Participants Travel To Grocery Store. Graph shows the frequency consumers travel to the grocery store.

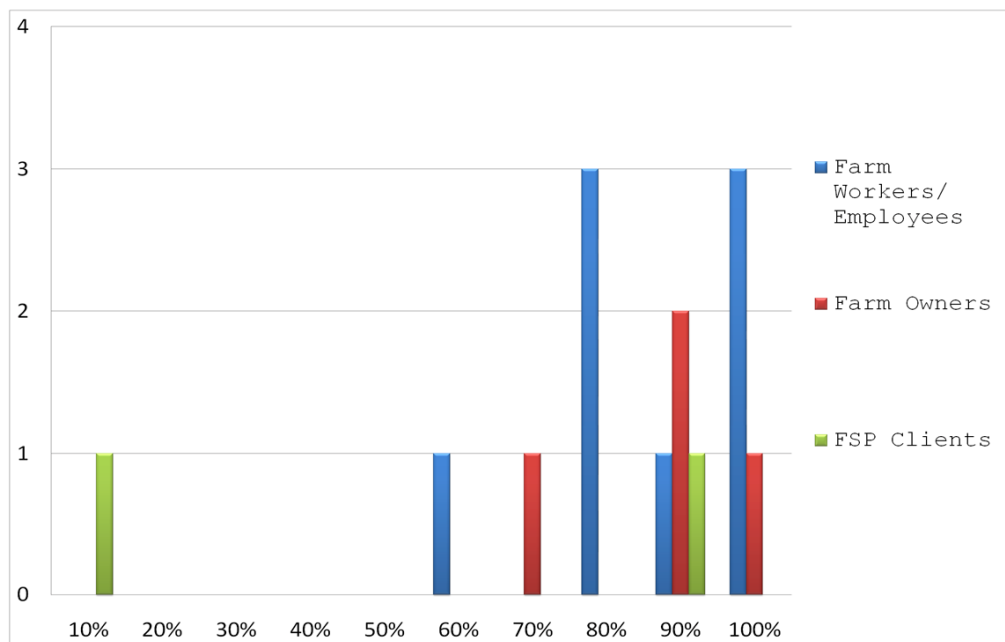


Figure 14. Interview Participant's Belief Of A Percent Of Consumed Vegetables Possible to Grow. Producers gauge their capacity to supply the their own produce.

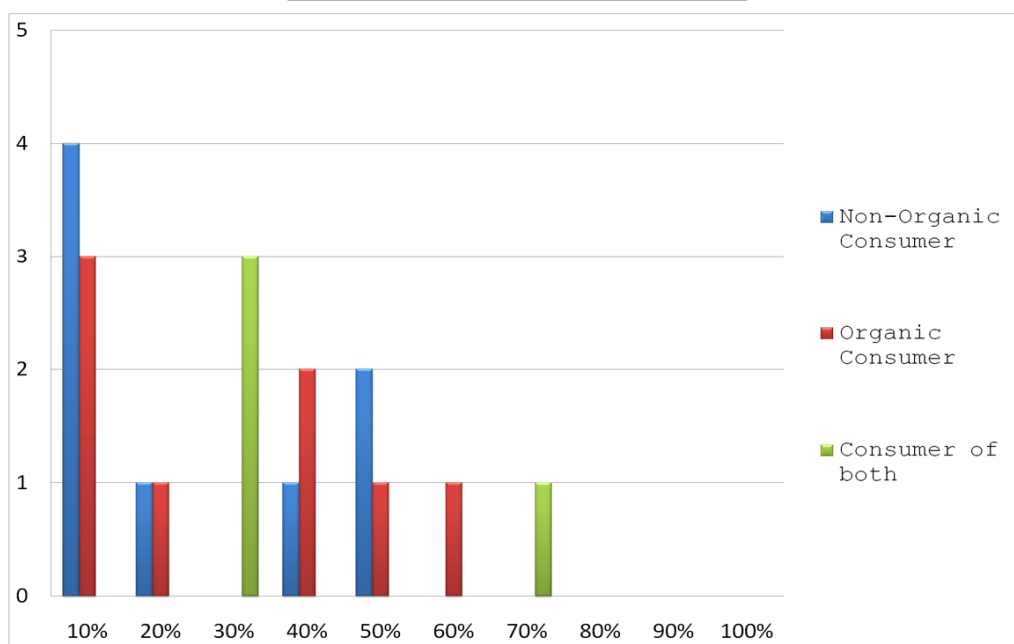


Figure 15. Survey Participant's Belief Of A Percentage Of Consumed Vegetables Possible to Grow. Consumers gauge their capacity to supply the their own produce.

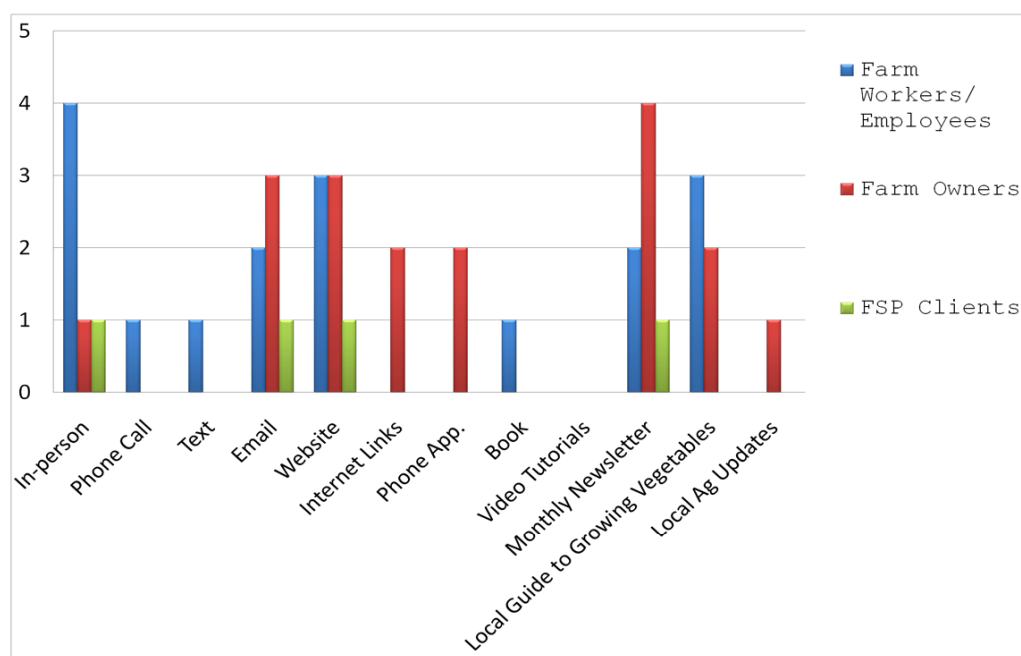


Figure 16. Preferred Source of Production Support For Interview Participants. Producers selecting up to three options, defined their preferred source of cultural knowledge.

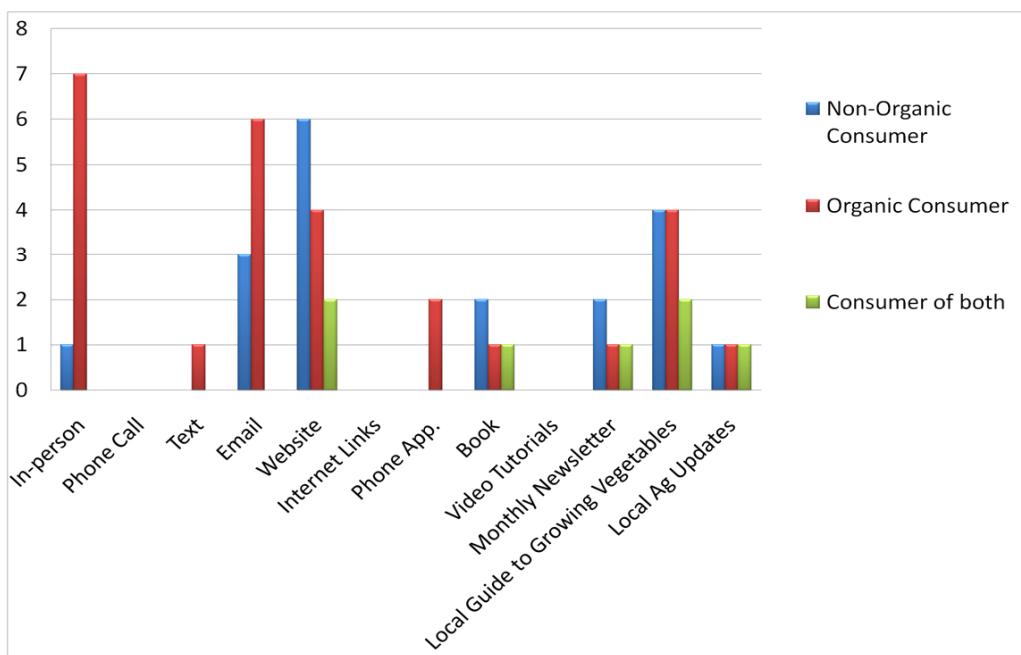


Figure 17. Preferred Source of Production Support For Survey Participants. Consumers selecting up to three options, defined their preferred source of cultural knowledge.

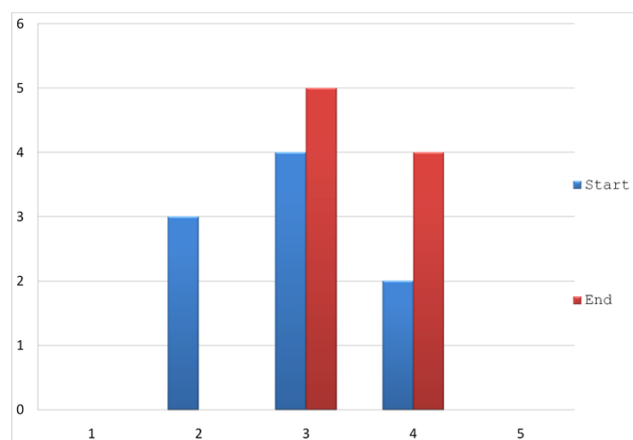


Figure 18. 2012 Farm Worker Improvement. Shows self-evaluation of growth as a producer.

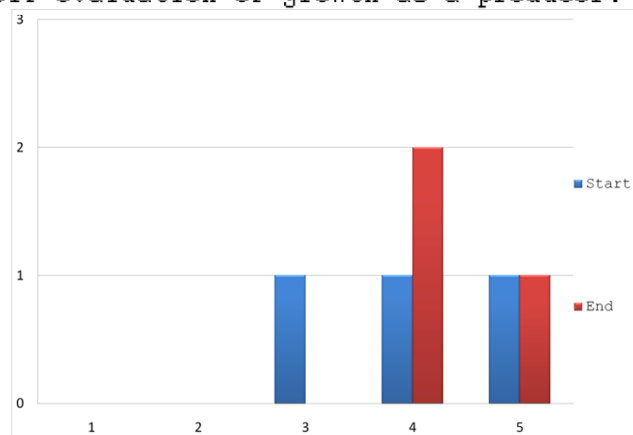


Figure 19. 2012 Farm Owner Improvement. Shows self-evaluation of growth as a producer.

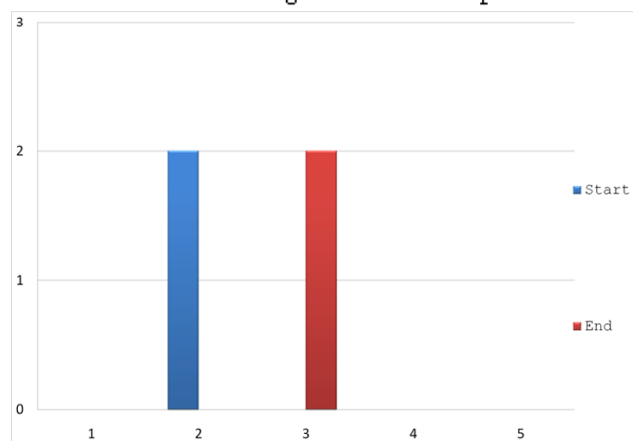


Figure 20. 2012 Resident Improvement. Shows self-evaluation of growth as a producer.

Appendix B

National Gardening Association Infographic

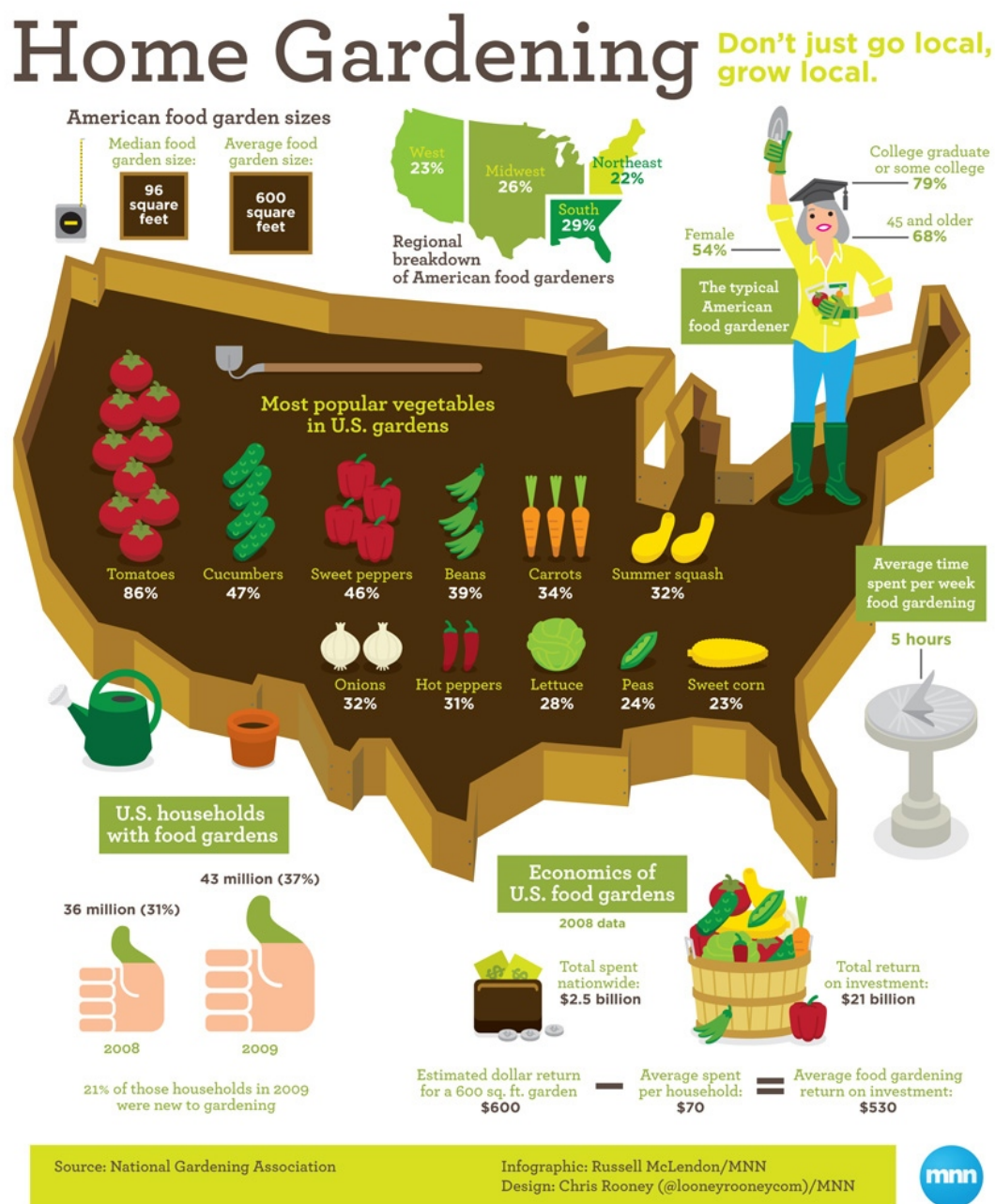


Figure 21. Infographic on Home Gardening. Illustrates statistics about American Gardeners in 2009.

Appendix C

FoodShed Productions' Financial Summary

	2012	2013	2014	2015
CONSULTATION REVENUE	\$130	\$325	\$476	\$541
CONSTRUCTION REVENUE	\$5,578	\$4,180	\$8,220	\$9,310
EDUCATION REVENUE	\$612	\$9,305	\$8,784	\$13,226
MAINTENANCE REVENUE	\$1,801	\$1,600	\$6,810	\$7,875
PLANT STARTS REVENUE	\$621	\$1,552	\$2,277	\$2,587
NET INCOME	(\$2,974)	\$462	\$9,079	\$13,390
NET MARGIN	N/A	4%	37%	44%

Figure 22. FSP's Actual and Projected Revenues and Net Income.

The figure shows how revenues will be shaped over three years.

Appendix D

FoodShed Productions' Theory of Change

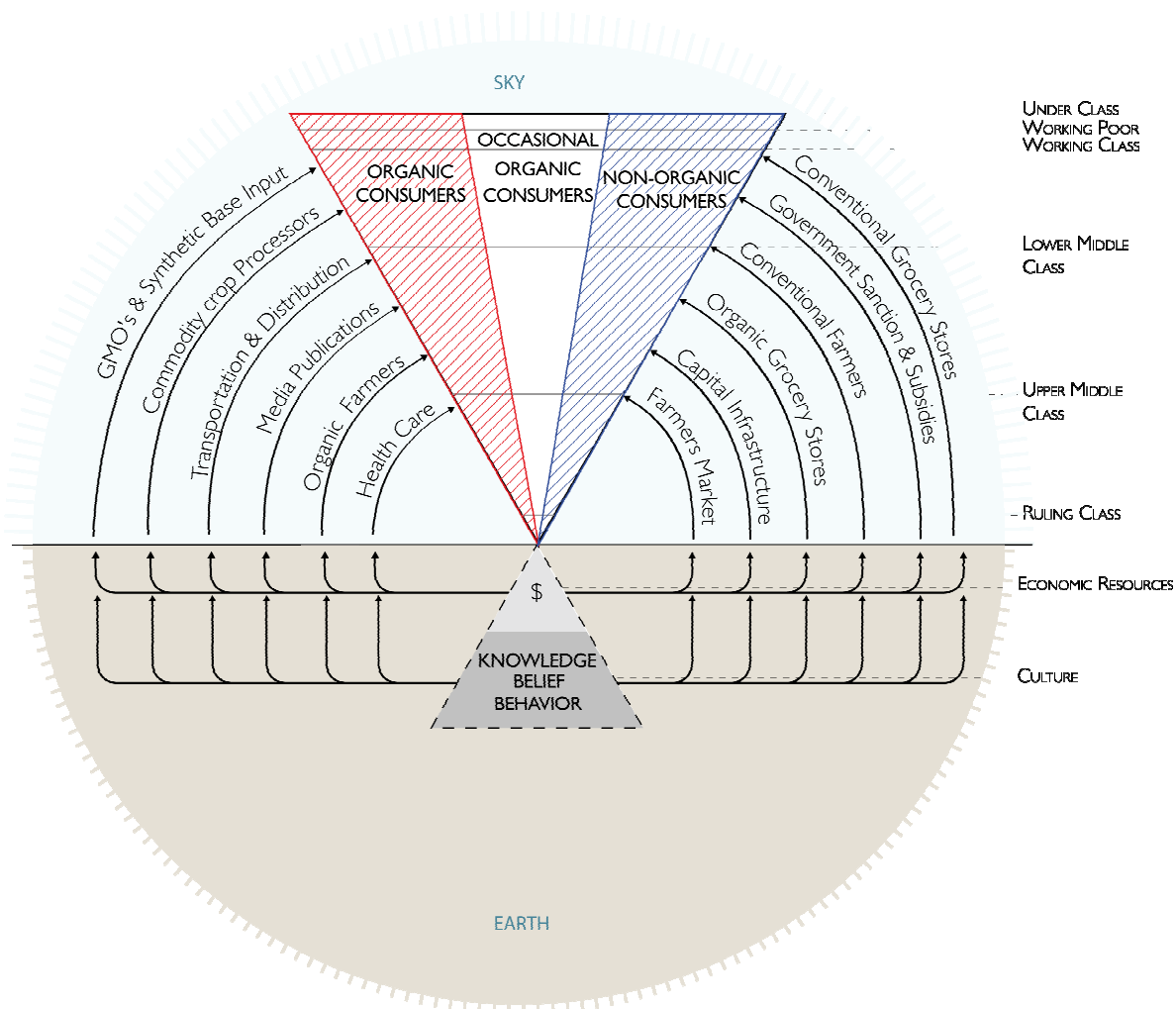


Figure 23. Current Consumer Paradigm. A mental model of the socio-economic paradigm of the USA.

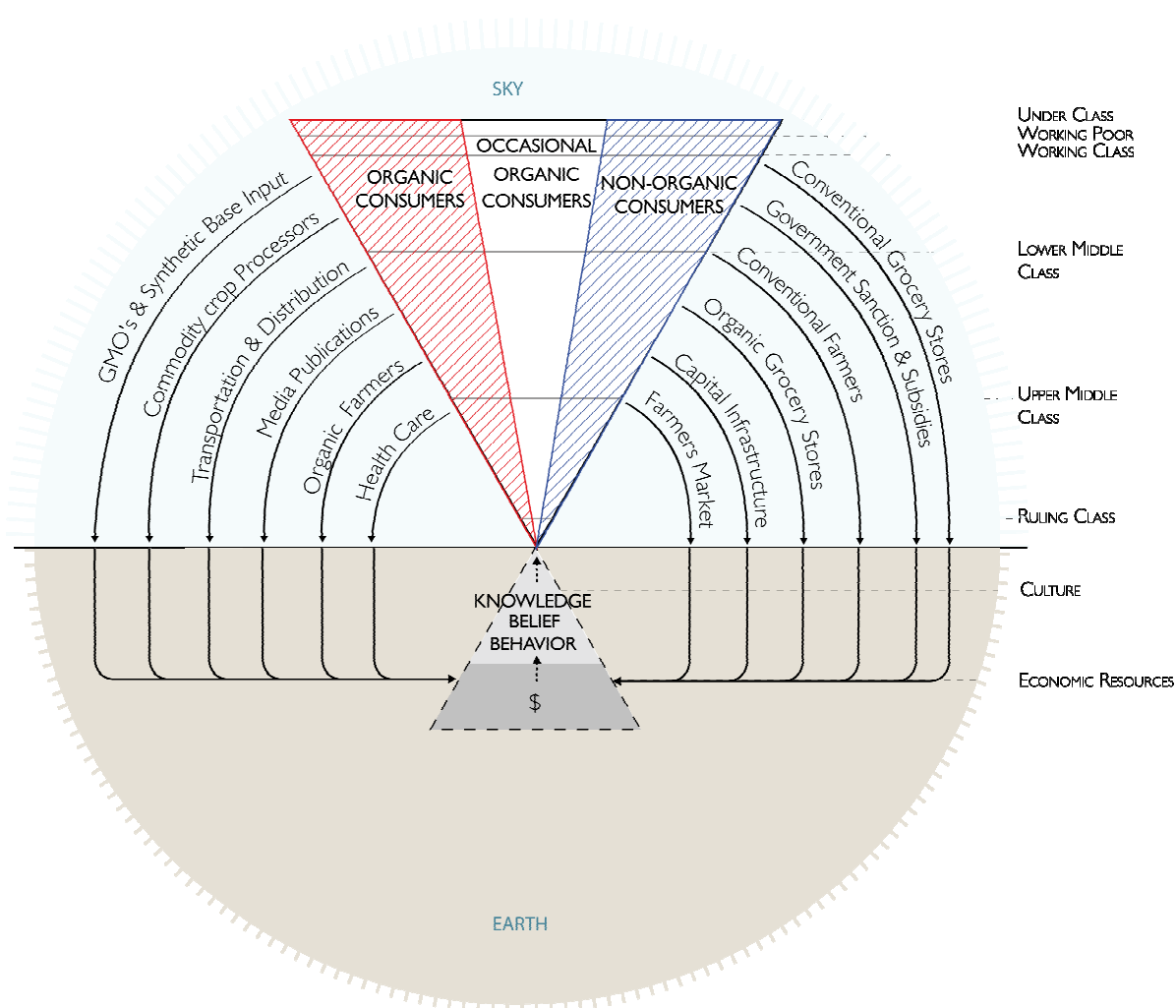


Figure 24. FSP's Mental Model. New paradigm shows a cycle influenced by culture with money as the vehicle.

Appendix E

FoodShed Productions' Pricing Analysis

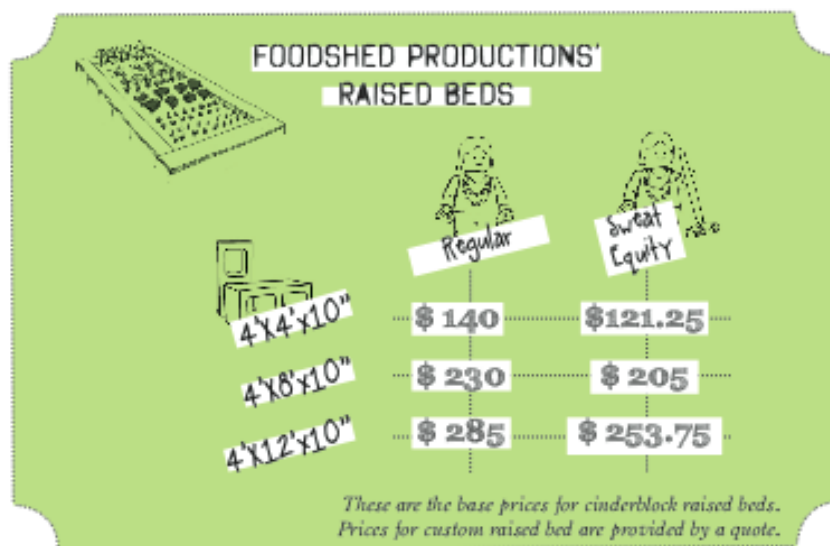


Figure 25. FSP's Raised Bed Pricing. Graphic shows regular and sweat equity prices based on bed size.



Figure 26. FSP's Maintenance Pricing. Graphic shows regular, sweat equity, and community grower rates based on frequency of visits.

	Regular	Sweat Equity	Host	Community Member
Single	\$ 100	\$ 85	\$ 32	\$ 36
Set of 4	\$ 320	\$ 270	\$ 48	\$ 68
Set of 12	\$ 900	\$ 750	\$ 48	\$ 96

*These prices are based on a 2 h workshop.
Community Grower workshops are for 5 people or more.*

Figure 27. FSP's Workshop Pricing. Graphic shows rates for regular, sweat equity, community grower host, and community members for single workshops and workshop sets of four and twelve.

Appendix F

FoodShed Productions' Revenue Model

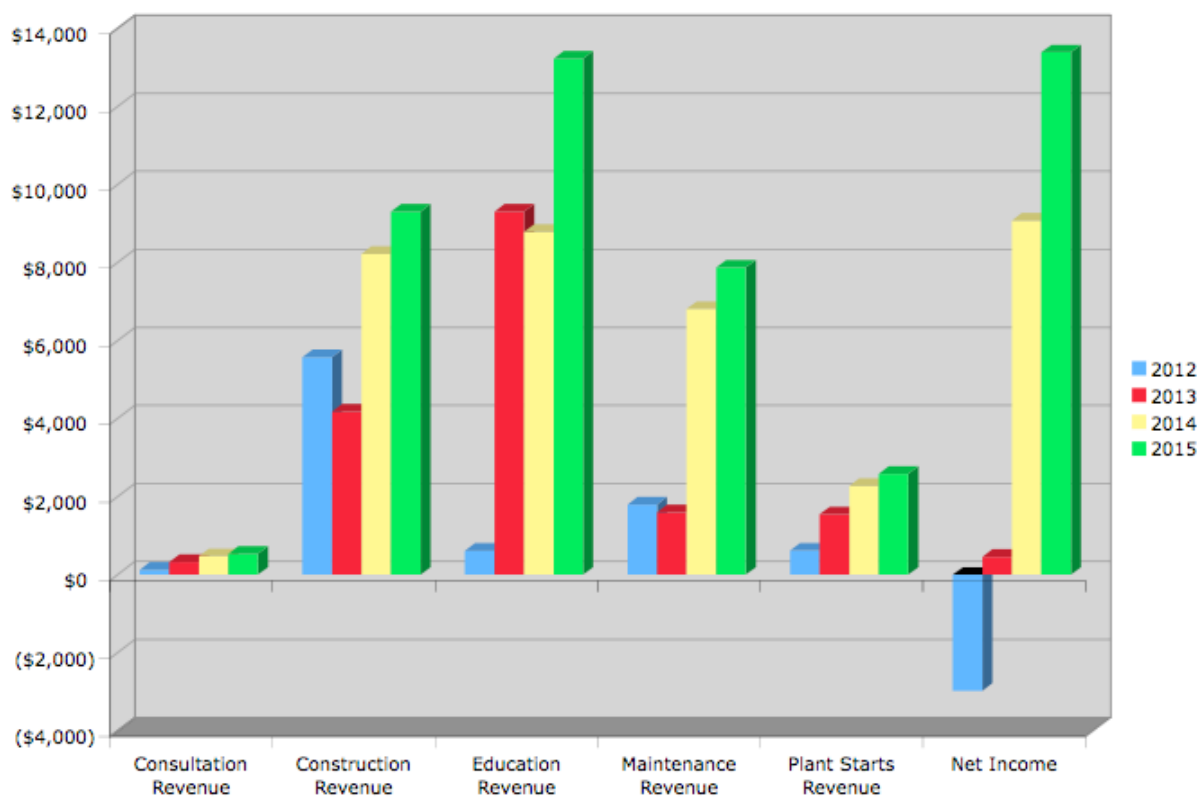


Figure 28. FSP's Revenue Model from 2012 to 2015. Shows the effects of a strategy associated with the development of FSP's social purpose business plan.

Appendix G

FoodShed Productions' Logic Model

INPUTS	ACTIVITIES	OUTPUTS	INITIAL OUTCOMES (1 - 2 YRS)	INTERIM OUTCOMES (3 - 4 YRS)	LONG TERM OUTCOMES (5 - 6 YRS)	IMPACTS (7 - 10 YRS)	BENEFITS
	BUSINESS	BUSINESS	BUSINESS	BUSINESS	BUSINESS		
FSP OWNERS/ OPERATORS (EXPERIENCED FARM WORKERS)	SOC. PURPOSE BUSINESS PLAN REVISIONS	COMPLETE SOCIAL ENTERPRISE BUSINESS PLAN	BUSINESS PLAN UTILITY	DIVERSIFIED REVENUE STREAMS	REGIONAL FRANCHISE DESIGNATION	CORPORATE MODEL RE- EVALUATED	BETTER BUSINESS' IN THE 21 CENTURY
RESIDENT CLIENTS	DEVELOP SOCIAL MARKETING PLAN	COMPLETE SOCIAL MARKETING PLAN	INCREASE MARKET PRESENCE AND ACCESS	GREATER ACCESS TO THOSE WITHOUT PRIOR ACCESS TO ORGANIC FOOD		NATIONAL FRANCHISE DESIGNATION	RESILIENCE TO GLOBAL ECONOMIC SHOCKS
FACILITIES	GARDEN WORKSHOP DEVELOPMENT	COMPLETE GARDEN WORKSHOPS	INCREASED REVENUES	COMPLETE FRANCHISE PLAN		DECREASED RELIANCE ON GLOBAL FOOD SYSTEM	HEALTHY FAMILY, COMMUNITY, & REGIONAL FOOD CULTURE
FARM MATERIALS	EDUCATIONAL PRODUCT DEVELOPMENT	COMPLETE EDUCATIONAL PRODUCTS	BREAK-EVEN	MIS/IT COMMUNICATION CHANNELS ESTABLISHED		DECREASED RELIANCE ON SUBSIDIZED FOOD	GREATER RESILIENCE TO THE LOCAL ECONOMY
HOME OFFICE	STRATEGIC PARTNERSHIP DEVELOPMENT					HEALTHIER LOCAL POPULATIONS	GREATER ENVIRONMENTAL RESILIENCE
TRANSPORTATION	FRANCHISE PLAN DEVELOPMENT					DECREASED COSTS ASSOCIATED WITH HEALTHCARE	GREATER RESILIENCE OF SHARED CULTURAL VALUES
START- UP/RUNNING CAPITAL	PROGRAM	PROGRAM	PROGRAM	PROGRAM	PROGRAM		STABLE/ LONG- TERM JOBS
J-H-T GARDEN/ CONSTRUCTION MATERIALS	SITE EVALUATION AND CONSULTATION	WORKSHOP DELIVERY	DECREASE GLOBAL FOOTPRINT	INCREASE SOIL FERTILITY	INCREASED PREVALENCE OF BACKYARD GARDENERS		INCREASED CULTURAL KNOWLEDGE OF FOOD PRODUCTION
RESIDENT'S URBAN/ SUBURBAN/ RURAL SPACE	CONTRACT & BASELINE CLIENT INTAKE SURVEY	PRODUCTION OF ORGANIC VEGETABLES	FSP DEMO COMMUNITY GARDEN PLOT ESTABLISHED	YOUTH DEVELOPMENT COMMUNITY GARDEN PROGRAM INITIATIVE	SOCIAL CAPITAL GENERATED IN LOCAL COMMUNITIES		GREATER FOOD SECURITY
MINIMUM 6 HR. DIRECT SUN	CLIENT SCHEDULING	CLIENTS HAVE INCREASED ACCESS TO NUTRITIOUS VEGETABLE		LOW INCOME CLIENT YOUTH VOLUNTEER PROGRAM			
J-H-T GARDEN/ CONSTRUCTION MATERIALS	GARDEN DESIGN- BUILD			SELF-RELIANT ORGANIC GARDENERS			
APPLIED UPON COMPLETION	PREPAID SWEAT/SOCIAL EQUITY			INITIAL CLIENT'S VEGETABLE PRODUCTION INCREASES			
SOCIAL ENTERPRISE BUSINESS PLAN	FSP SERVICE MONITORING AND EVALUATION						
SOCIAL MARKETING PLAN	CLIENT PROGRESS MONITORING & EVALUATION						
GARDEN WORKSHOPS	ORGANIZATIONAL	ORGANIZATIONAL	ORGANIZATIONAL	ORGANIZATIONAL	ORGANIZATIONAL		
LOW-INCOME CLIENT YOUTH VOLUNTEER PROGRAM	B.O. ADVISORS RECRUITING		B.O. ADVISORS ESTABLISHED	LOCAL PILOT FRANCHISE	FARM WORKER SELF- EMPLOYMENT THROUGH FSP FRANCHISE		
FARM WORKER STAKEHOLDERS INVOLVED	CERT. BENEFIT CORP REGISTRATION		CERTIFIED B-CORP STATUS				
	STRATEGIC PARTNERSHIP DEVELOPMENT OF FARM WORKER STAKEHOLDERS		FARM WORKER STAKEHOLDERS INVOLVED				
	STRATEGIC PARTNERSHIP DEVELOPMENT OF FARM WORKER STAKEHOLDERS		FARM WORKER STAKEHOLDERS INVOLVED				

Figure 29. FSP's Logic Model. The chart shows the business, programmatic, and organizational development during ten years.

Appendix H

FoodShed Productions' Intake and Exit Survey 2013

FoodShed Productions' Client Intake Survey

Thank you for participating in this survey on the social conditions for food production being conducted by FoodShed Productions. Completing this survey will aid our understanding of whom our local foodshed is composed of. FoodShed Productions is interested in understanding your commitment to the transition from being a consumer to also being a producer. Your responses to the following survey questions will be used to help gain more insight into what the experience is and how it unfolds. As sensitive information may be gathered, anonymity will be preserved, and all personal information will remain confidential.

Social Conditions

- Gender:** ☐ M ☐ F
- Describe yourself as a food consumer.**
☐ Non-Organic Consumer
☐ Occasional Organic Consumer
☐ Organic Consumer
- Please mark your age range.**
☐ 19 ☐ 20-25 ☐ 26-30 ☐ 31-35 ☐ 36-40 ☐ 41-45
☐ 46-50 ☐ 51-55 ☐ 56-60 ☐ 61+
- What are your goal(s) for your garden?**
☐ Convenience ☐ Saving Money ☐ Fresh Produce
☐ New Food ☐ Sharing ☐ Time with Family
☐ Healthcare ☐ Growing Food Locally Unavailable
☐ Year-round Vegetables ☐ Culture
☐ Lessen Environmental Footprint
☐ Connection to the Earth ☐ Other
- How often are food related issues a topic of conversation?**
☐ > - 1x/Month ☐ 2x/Month ☐ 3x/Month
☐ 4x/Month ☐ 2x/wk ☐ 4x/wk ☐ 6x/wk - <
- How often do you cook with fresh produce?**
☐ > - 1x/Month ☐ 2x/Month ☐ 3x/Month
☐ 4x/Month ☐ 2x/wk ☐ 4x/wk ☐ 6x/wk - <
- How many people do you cook for regularly at home?**
☐ 1-3 ☐ 4-5 ☐ 6-8 ☐ 9-12 ☐ 13-16
- How much time do you spend cooking at home daily?**
☐ 15min ☐ 30min ☐ 1hr ☐ 2hr ☐ 3hr
- When eating, where do you like to meet friends and family?**
☐ Home ☐ Restaurants ☐ Bars ☐ Parks
☐ Other:
- How many guests (room and board) do you have annually?**
☐ 1-2 ☐ 3-4 ☐ 5-6 ☐ 7-8 ☐ 9-10 ☐ 11-15 ☐ 16-25
- What do you serve your guests?**

Economic Conditions

- How often do you buy fresh produce from the grocery store?**
☐ > - 1x/Month ☐ 2x/Month ☐ 3x/Month
☐ 4x/Month ☐ 2x/wk ☐ 4x/wk ☐ 6x/wk - <
- How much do you spend on produce each week?**
- Are you a SNAP recipient?**
☐ Yes ☐ No
- When shopping for food, what factors inform your decision?**
☐ Organic ☐ Conventional ☐ Quality ☐ Local
☐ Price ☐ Brand
- Of these local options, what produce is bought at the store?**
☐ Asparagus ☐ Beets ☐ Broccoli ☐ Cabbage
☐ Carrots ☐ Cauliflower ☐ Celery ☐ Chard ☐ Chives
☐ Corn ☐ Cucumbers ☐ Eggplant ☐ Garlic
☐ Green Beans ☐ Kale ☐ Leeks ☐ Lettuce ☐ Peas
☐ Onions ☐ Peppers(hot) ☐ Peppers(Bell) ☐ Shallots
☐ Radishes ☐ Squash(Summer) ☐ Squash(Winter)
☐ Spinach ☐ Turnip ☐ Tomatoes
- Of these local options, what fruit is bought at the store?**
☐ Apples ☐ Apricots ☐ Berries ☐ Cherries
☐ Peaches/Nectarines ☐ Pears ☐ Plums
- Of these local options, what herbs are bought at the store?**
☐ Basil ☐ Cilantro ☐ Dill ☐ Oregano ☐ Parsley
☐ Rosemary ☐ Sage ☐ Thyme
- How often do you eat out?**
☐ > - 1x/Month ☐ 2x/Month ☐ 3x/Month
☐ 4x/Month ☐ 2x/wk ☐ 4x/wk ☐ 6x/wk - <
- How often is food delivered to your home?**
☐ > - 1x/Month ☐ 2x/Month ☐ 3x/Month
☐ 4x/Month ☐ 2x/wk ☐ 4x/wk ☐ 6x/wk - <

FoodShed Productions' Client Intake Survey

Environmental Stability

1. At the start of the season, how do you rate yourself in terms of experience producing food? (1- no experience, 10- professional)

☐1 ☐2 ☐3 ☐4 ☐5 ☐6 ☐7 ☐8 ☐9 ☐10

2. What percentage of your produce consumption do you believe you can organically grow yourself?

☐10% ☐20% ☐30% ☐40% ☐50% ☐60% ☐70%
☐80% ☐90% ☐100%

3. From what source and in what form would you prefer to receive organic farming support (Pick, at most, three)

☐In-Person ☐Email ☐Website ☐Internet Links
☐Phone App. ☐Book ☐Video Tutorials
☐Monthly Newsletter ☐Local Guide to Growing
☐Local Ag Updates

4. How many hours do you imagine you will spend in the garden each week?

☐1 ☐2 ☐4 ☐6 ☐8 ☐10

5. Under the best conditions, how many consumable vegetables could a 4' x 12' outdoor garden produce per year?

☐20 ☐40 ☐60 ☐80 ☐100 ☐140 ☐180 ☐220
☐260 ☐300 ☐360 ☐420 ☐500

6. How many years do you plan to have this garden?

☐1 - 2 ☐3-4 ☐5-6 ☐7-8 ☐9 - 10

7. How many years you expect to live at your current residence?

☐ > - 2 ☐3-5 ☐5-10 ☐11-15 ☐16-25 ☐26 - <

Figure 30. FSP's Online Intake Survey. The intake survey is designed to establish a baseline of social and economic conditions as well as conditions of growing stability.

FoodShed Productions' Client Exit Survey

Thank you for participating in this survey on the social conditions for food production being conducted by FoodShed Productions. Completing this survey will aid our understanding of whom our local foodshed is composed of. FoodShed Productions is interested in understanding your commitment to the transition from being a consumer to also being a producer. Your responses to the following survey questions will be used to help gain more insight into what the experience is and how it unfolds. As sensitive information may be gathered, anonymity will be preserved, and all personal information will remain confidential.

Social Conditions

1. Gender: ☐ M ☐ F
2. Describe yourself as a food consumer.
☐ Non-Organic Consumer
☐ Occasional Organic Consumer
☐ Organic Consumer
3. Please mark your age range.
☐ 19 ☐ 20-25 ☐ 26-30 ☐ 31-35 ☐ 36-40 ☐ 41-45
☐ 46-50 ☐ 51-55 ☐ 56-60 ☐ 61+
4. What are your goal(s) for your garden?
☐ Convenience ☐ Saving Money ☐ Fresh Produce
☐ New Food ☐ Sharing ☐ Time with Family
☐ Healthcare ☐ Growing Food Locally Unavailable
☐ Year-round Vegetables ☐ Culture
☐ Lessen Environmental Footprint
☐ Connection to the Earth ☐ Other
5. How often are food related issues a topic of conversation?
☐ > - 1x/Month ☐ 2x/Month ☐ 3x/Month
☐ 4x/Month ☐ 2x/wk ☐ 4x/wk ☐ 6x/wk - <
6. How often do you cook with fresh produce?
☐ > - 1x/Month ☐ 2x/Month ☐ 3x/Month
☐ 4x/Month ☐ 2x/wk ☐ 4x/wk ☐ 6x/wk - <
7. How many people do you cook for regularly at home?
☐ 1-3 ☐ 4-5 ☐ 6-8 ☐ 9-12 ☐ 13-16
8. How much time do you spend cooking at home daily?
☐ 15min ☐ 30min ☐ 1hr ☐ 2hr ☐ 3hr
9. When eating, where do you like to meet friends and family?
☐ Home ☐ Restaurants ☐ Bars ☐ Parks
☐ Other:
10. How many guests (room and board) do you have annually?
☐ 1-2 ☐ 3-4 ☐ 5-6 ☐ 7-8 ☐ 9-10 ☐ 11-15 ☐ 16-25
11. What do you serve your guests?

Economic Conditions

1. How often do you buy fresh produce from the grocery store?
☐ > - 1x/Month ☐ 2x/Month ☐ 3x/Month
☐ 4x/Month ☐ 2x/wk ☐ 4x/wk ☐ 6x/wk - <
2. How much do you spend on produce each week?

3. Are you a SNAP recipient?
☐ Yes ☐ No
4. When shopping for food, what factors inform your decision?
☐ Organic ☐ Conventional ☐ Quality ☐ Local
☐ Price ☐ Brand
5. Of these local options, what produce is bought at the store?
☐ Asparagus ☐ Beets ☐ Broccoli ☐ Cabbage
☐ Carrots ☐ Cauliflower ☐ Celery ☐ Chard ☐ Chives
☐ Corn ☐ Cucumbers ☐ Eggplant ☐ Garlic
☐ Green Beans ☐ Kale ☐ Leeks ☐ Lettuce ☐ Peas
☐ Onions ☐ Peppers(hot) ☐ Peppers(Bell) ☐ Shallots
☐ Radishes ☐ Squash(Summer) ☐ Squash(Winter)
☐ Spinach ☐ Turnip ☐ Tomatoes
6. Of these local options, what fruit is bought at the store?
☐ Apples ☐ Apricots ☐ Berries ☐ Cherries
☐ Peaches/Nectarines ☐ Pears ☐ Plums
7. Of these local options, what herbs are bought at the store?
☐ Basil ☐ Cilantro ☐ Dill ☐ Oregano ☐ Parsley
☐ Rosemary ☐ Sage ☐ Thyme
8. How often do you eat out?
☐ > - 1x/Month ☐ 2x/Month ☐ 3x/Month
☐ 4x/Month ☐ 2x/wk ☐ 4x/wk ☐ 6x/wk - <
9. How often is food delivered to your home?
☐ > - 1x/Month ☐ 2x/Month ☐ 3x/Month
☐ 4x/Month ☐ 2x/wk ☐ 4x/wk ☐ 6x/wk - <

FoodShed Productions' Client Exit Survey

Environmental Stability

1. At the end of the season, how do you rate yourself in terms of experience producing food? (1- no experience, 10- professional)

☐1 ☐2 ☐3 ☐4 ☐5 ☐6 ☐7 ☐8 ☐9 ☐10

2. What percentage of your produce consumption do you believe you can organically grow yourself?

☐10% ☐20% ☐30% ☐40% ☐50% ☐60% ☐70%
☐80% ☐90% ☐100%

3. From what source and in what form would you prefer to receive organic farming support (Pick, at most, three)

☐In-Person ☐Email ☐Website ☐Internet Links

☐Phone App. ☐Book ☐Video Tutorials

☐Monthly Newsletter ☐Local Guide to Growing

☐Local Ag Updates

4. How many hours do you imagine you will spend in the garden each week?

☐1 ☐2 ☐4 ☐6 ☐8 ☐10

5. Under the best conditions, how many consumable vegetables could a 4' x 12' outdoor raised bed garden produce per year?

☐20 ☐40 ☐60 ☐80 ☐100 ☐140 ☐180 ☐220

☐260 ☐300 ☐360 ☐420 ☐500

6. How many years do you plan to have this garden?

☐1 - 2 ☐3-4 ☐5-6 ☐7-8 ☐9 - 10

7. How many years do you expect to live at your current residence?

☐ > - 2 ☐3-5 ☐5-10 ☐11-15 ☐16-25 ☐26 - <

Figure 31. FSP's Online Exit Survey. The exit survey is designed to record improvements based upon a clients social and economic conditions as well as conditions of growing stability.

Appendix I

FoodShed Productions' Site Log

FSP's Site Log 2013

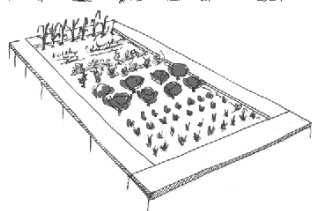
Family Name: Contact Information: Phone: Email:				Household number: Garden Size: Soil Condition:	
Date	Purpose	Hrs.	Material	Actions Taken	Notes
				Education	
				Weeding	
				Water Check	
				IPM	
				Harvesting	
				Trellising	
				Pruning	
				Feeding	
				Education	
				Weeding	
				Water Check	
				IPM	
				Harvesting	
				Trellising	
				Pruning	
				Feeding	
				Education	
				Weeding	
				Water Check	
				IPM	
				Harvesting	
				Trellising	
				Pruning	
				Feeding	
				Education	
				Weeding	
				Water Check	
				IPM	
				Harvesting	
				Trellising	
				Pruning	
				Feeding	
				Education	
				Weeding	
				Water Check	
				IPM	
				Harvesting	
				Trellising	
				Pruning	
				Feeding	

Figure 32. FSP's Site Log. The site log increases the chances that garden records are kept of actions taken and important notes the clients need to know.

Appendix J

FoodShed Productions' 2013 Marketing Materials

We build



tailored raised beds for your backyard so you can enjoy your vegetables while keeping weeding time low!

We teach

you and your family how to maintain your organic vegetable garden, from planting to harvesting.

	Regular	Sweat Equity	Community Grower
1x month	\$ 320	\$ 270	\$ 240
2x month	\$ 456	\$ 406	\$ 376
1x week	\$ 720	\$ 670	\$ 640
2x week	\$ 1184	\$ 1134	\$ 1104

Prices based on a season of 8 months.

YOU keep growing!



Give us a call today!
 FoodShed Productions - 720-878-7878
foodshedproductions@gmail.com

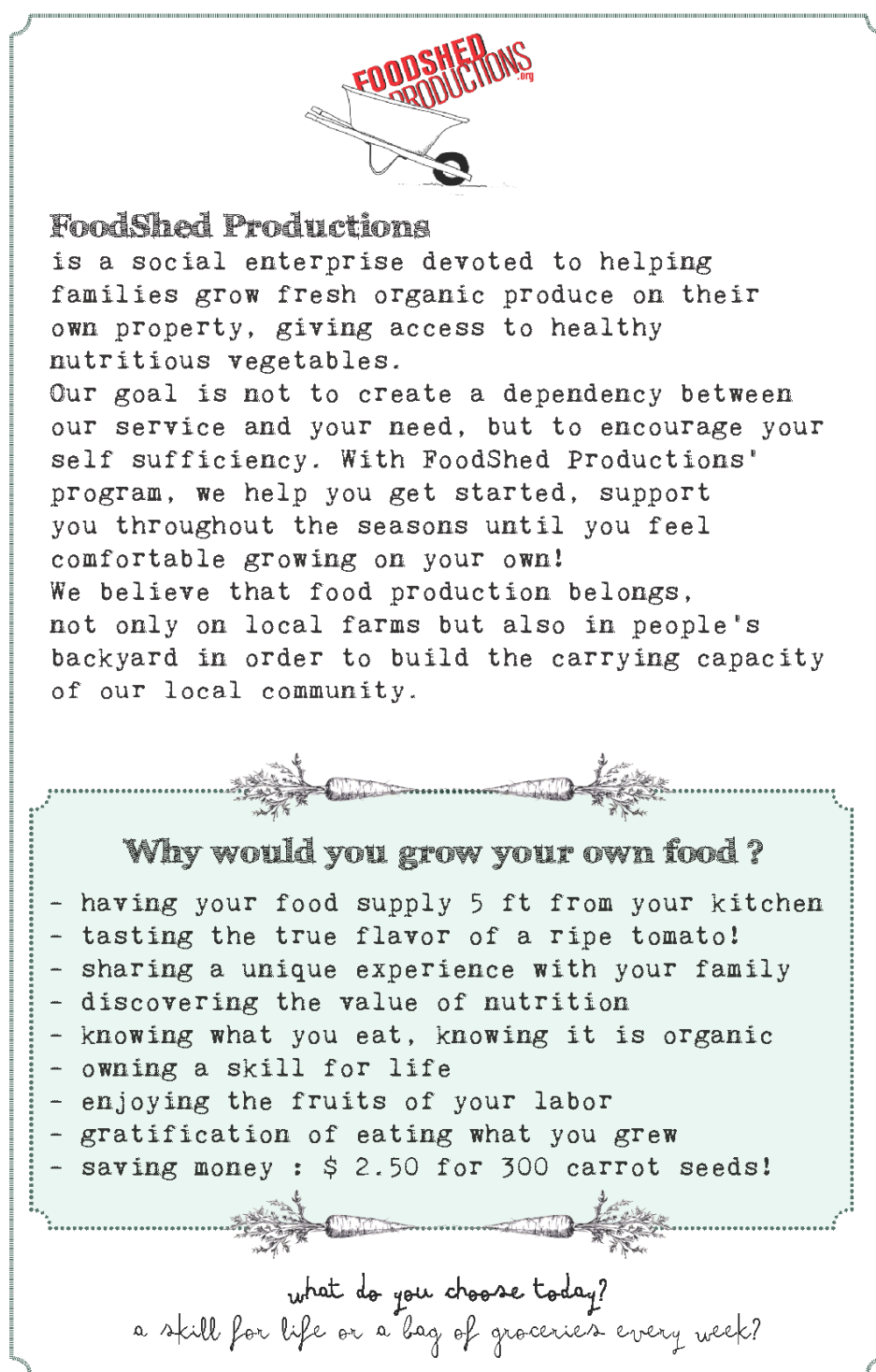


Figure 33. FSP's 2013 Flyer. The double-sided flyer, handed out at the LFM, will provide a snap-shot of FSP's services.



Figure 34. FSP's Business Cards. The Business Cards provide clients, partners, and potential allies FSP's contact information.

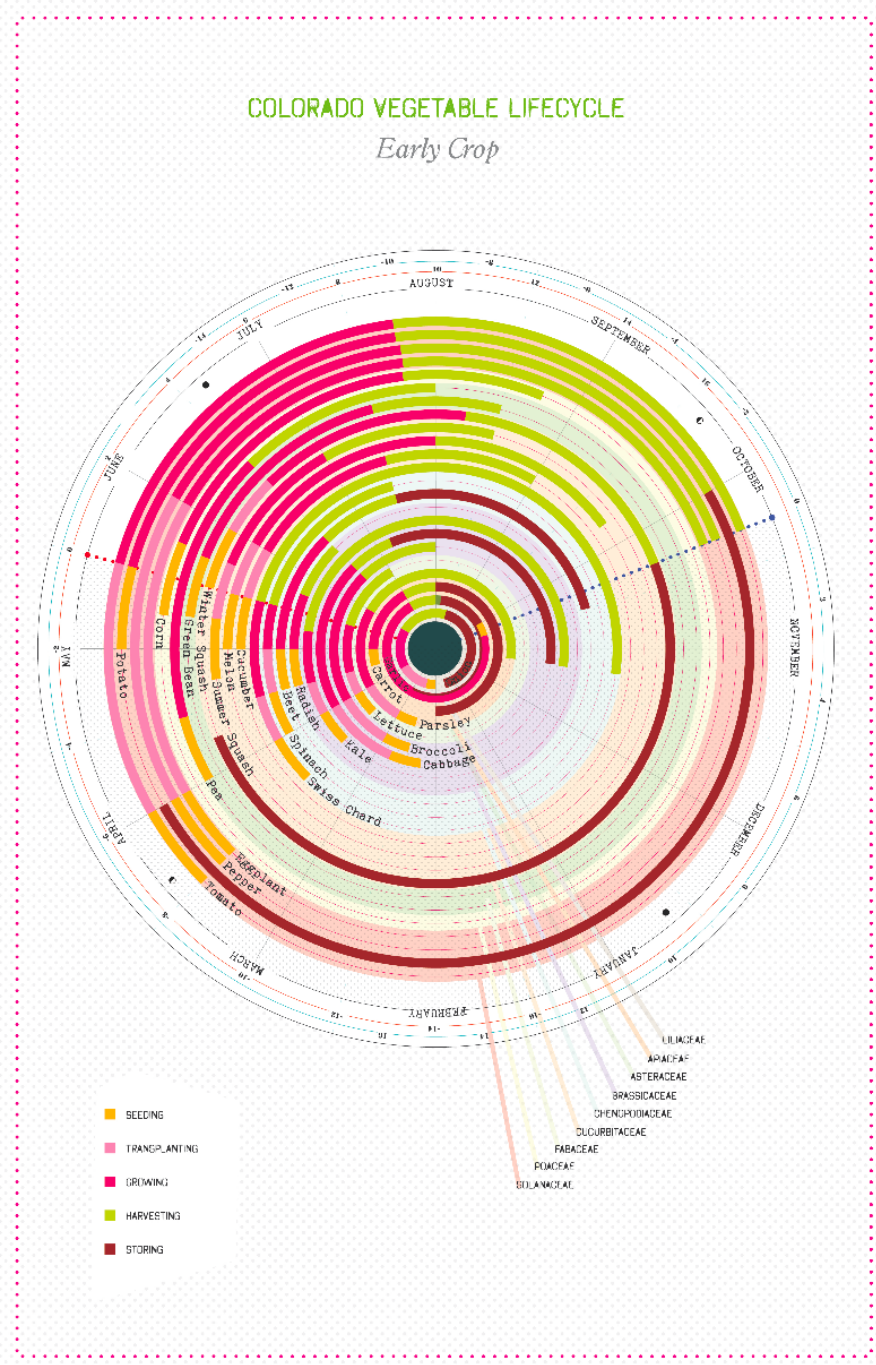


Figure 35. FSP's Early Crop Lifecycle. This illustration explains the by vegetable family the dates for seeding, transplanting, growth, harvesting, and storing.

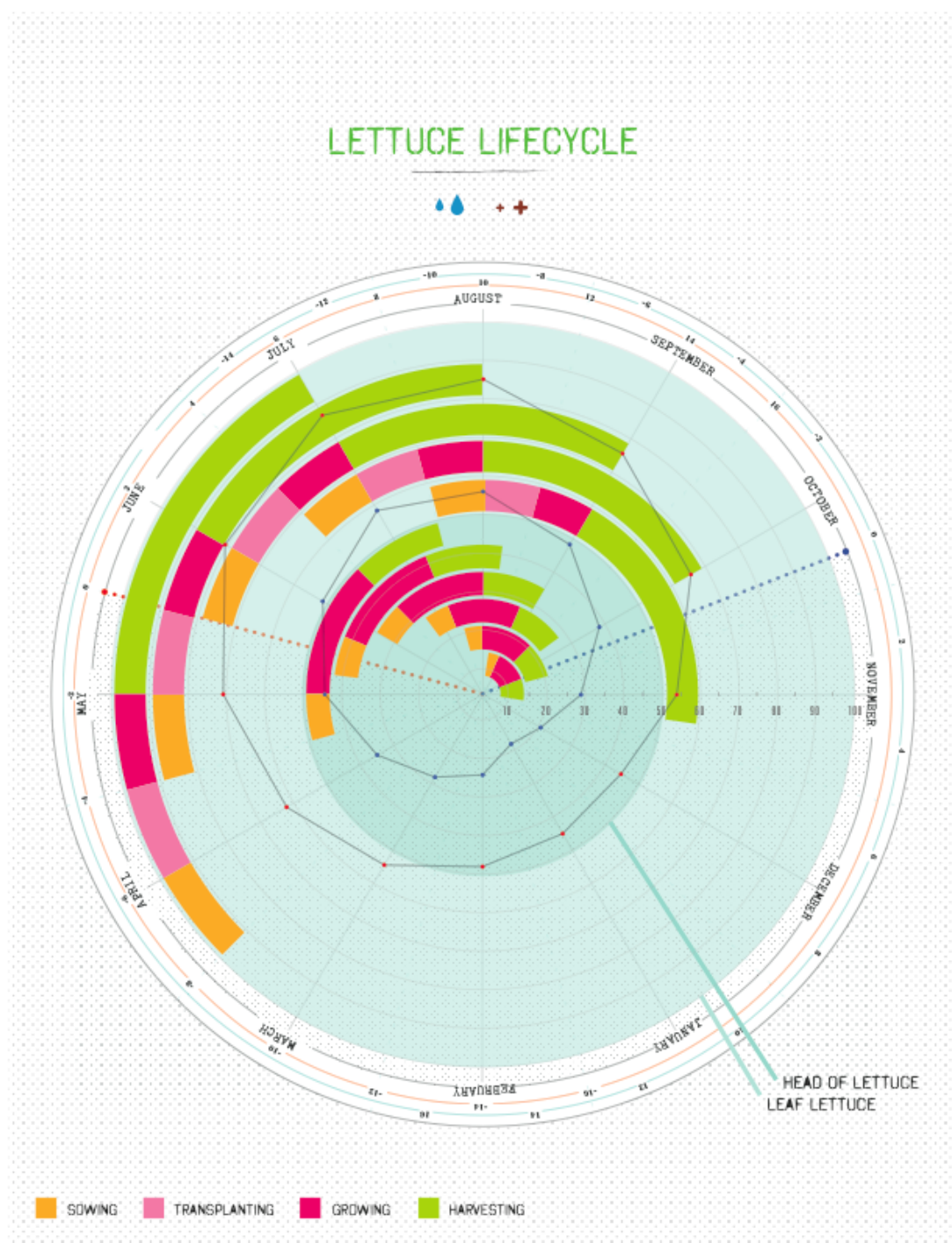


Figure 36. FSP's Lettuce Lifecycle. The illustration is provides a close up on one particular vegetable, in this case lettuce, grown for leaf picking or head harvesting.

Appendix K

FoodShed Productions' Resource Generating Strategy (2013-2015)

FoodShed Productions Projected Revenue Model 2013									
Product	Price	Price/Client	Volume	Time/ Item	Total Time	Costs/ Bed	Total Cost	Revenues	Gross Profit Gross Margin
Small Raised Bed	\$140.00			2	3	6	\$130.00	\$280.00	\$150.00 0.53571429
Medium Raised Bed	\$230.00			5	4	20	\$130.00	\$1,150.00	\$500.00 0.43478261
Large Raised Bed	\$285.00			6	5	30	\$160.00	\$960.00	\$1,710.00 0.43859649
Large Raised Bed x 2	\$520.00			2	8	16	\$320.00	\$1,040.00	\$400.00 0.38461538
Total Clients			15						
Totals from Products								\$4,180.00	\$1,800.00
Service									
Maintenance (8 Months)							Cost/ Visit		
Irregular	-								
1x / Month	\$320.00			5	8	40	\$10.00	\$0.00	\$0.00
2x / Month	\$456.00			1	16	16	\$10.00	\$1,600.00	\$1,200.00 0.75
1x / Week	\$720.00			0	32	0	\$10.00	\$456.00	\$296.00 0.64912281
2x / Week	\$1,184.00			0	64	0	\$10.00	\$0.00	\$0.00
Regular Client									
Maintenance (8 Months)									
1x / Month	\$270.00			2	8	16	\$10.00	\$540.00	\$380.00 0.7037037
2x / Month	\$406.00			2	16	32	\$10.00	\$320.00	\$492.00
1x / Week	\$670.00			0	32	0	\$10.00	\$0.00	\$0.00
2x / Week	\$1,134.00			0	64	0	\$10.00	\$0.00	\$0.00
Regular Client									
Maintenance (8 Months)									
1x / Month	\$240.00			2	8	16	\$10.00	\$480.00	\$320.00 0.66666667
2x / Month	\$376.00			3	16	48	\$10.00	\$1,128.00	\$0.00
1x / Week	\$640.00			0	32	0	\$10.00	\$0.00	\$0.00
2x / Week	\$1,104.00			0	64	0	\$10.00	\$0.00	\$0.00
Total Clients			15						
Totals from Maintenance								\$1,600.00	\$1,496.00
Single Education Workshops									
Individual	\$100.00			0	2	0	\$10.00	\$0.00	\$0.00
Sweat Equity Individual	\$85.00			1	2	2	\$10.00	\$85.00	\$65.00 0.76470588
Packaged Single Education Workshops									
Individual PKG (4)	\$320.00			0	8	0	\$10.00	\$0.00	\$0.00
Sweat Equity Individual PKG (4)	\$270.00			0	8	0	\$10.00	\$0.00	\$0.00
Totals from Single Education Workshops								\$85.00	\$65.00
Group Packaged Workshops									
Price		Price/Client							
Group PKG (4)	\$640.00	\$128.00		25	8	200	\$10.00	\$3,200.00	\$3,200.00
Sweat Equity Group PKG (4)	\$480.00	\$96.00		0	0	0	\$10.00	\$0.00	\$0.00
Group PKG (4) for Host	\$48.00	\$48.00		5	8	40	\$10.00	\$240.00	\$80.00 0.33333333
Totals from Group Package Workshops						482		\$3,440.00	\$3,280.00
Hours per Month									
Total Revenues						63		\$9,305.00	\$6,641.00 0.7137023

Figure 37. FSP's 2013 Resource Generating Strategy. Describes revenues and expenses for products and services as well as anticipated clients for 2013 season.

FoodShed Productions
Projected Revenue Model 2014

Product	Price	Price/Client	Volume	Time/ Item	Total Time	Costs/ Bed	Total Cost	Revenues	Gross Profit	Gross Margin
Small Raised Bed	\$140.00		2	3	6	\$65.00	\$130.00	\$280.00	\$150.00	0.53571429
Medium Raised Bed	\$230.00		2	4	8	\$130.00	\$260.00	\$460.00	\$200.00	0.43478261
Large Raised Bed	\$285.00		8	5	40	\$160.00	\$1,280.00	\$2,280.00	\$1,000.00	0.43859649
Large Raised Bed x 2	\$520.00		10	8	80	\$320.00	\$3,200.00	\$5,200.00	\$2,000.00	0.38461538
Total Clients			22							
Totals from Products							\$8,220.00	\$13,350.00	\$5,130.00	
Service										
Maintenance (8 Months)							Cost/ Visit			
Irregular	-									
1x / Month	\$320.00		3	8	24	\$10.00	\$240.00	\$960.00	\$720.00	0.75
2x / Month	\$456.00		2	16	32	\$10.00	\$320.00	\$912.00	\$592.00	0.64912281
1x / Week	\$720.00		1	32	32	\$10.00	\$320.00	\$720.00	\$400.00	0.55555556
2x / Week	\$1,184.00		0	64	0	\$10.00	\$0.00	\$0.00	\$0.00	
Sweat Equity										
Regular Client							25% off Standard \$25 Hourly Rate Up to 8 Hrs. = \$50			
1x / Month	\$270.00		5	8	40	\$10.00	\$400.00	\$1,350.00	\$950.00	0.7037037
2x / Month	\$406.00		2	16	32	\$10.00	\$320.00	\$812.00	\$492.00	
1x / Week	\$670.00		0	32	0	\$10.00	\$0.00	\$0.00	\$0.00	
2x / Week	\$1,134.00		0	64	0	\$10.00	\$0.00	\$0.00	\$0.00	
Commitment to Host Group Workshop										
Regular Client							Additional 15% off Standard \$25 Hourly Rate Up to 8 Hrs. = \$30			
1x / Month	\$240.00		7	8	56	\$10.00	\$560.00	\$1,680.00	\$1,120.00	0.66666667
2x / Month	\$376.00		1	16	16	\$10.00	\$160.00	\$376.00	\$0.00	0
1x / Week	\$640.00		0	32	0	\$10.00	\$0.00	\$0.00	\$0.00	
2x / Week	\$1,104.00		0	64	0	\$10.00	\$0.00	\$0.00	\$0.00	
Total Clients			21							
Totals from Maintenance							\$6,810.00	\$4,274.00	\$2,536.00	
Single Education Workshops										
Individual	\$100.00		0	2	0	\$10.00	\$0.00	\$0.00	\$0.00	
Sweat Equity Individual	\$85.00		2	2	4	\$10.00	\$40.00	\$170.00	\$130.00	0.76470588
Packaged Single Education Workshops										
Individual PKG (12)	\$900.00		0	24	0	\$10.00	\$0.00	\$0.00	\$0.00	
Sweat Equity Individual PKG (12)	\$675.00		0	24	0	\$10.00	\$0.00	\$0.00	\$0.00	
Individual PKG (4)	\$320.00		0	8	0	\$10.00	\$0.00	\$0.00	\$0.00	
Sweat Equity Individual PKG (4)	\$270.00		0	8	0	\$10.00	\$0.00	\$0.00	\$0.00	
Totals from Single Education Workshops							\$170.00	\$170.00	\$130.00	
Group Packaged Workshops										
Group PKG (12)	\$1,440.00		0	24	0	\$10.00	\$0.00	\$0.00	\$0.00	
Sweat Equity Group PKG (12)	\$1,080.00	\$288.00	30	0	0	\$10.00	\$0.00	\$6,480.00	\$6,480.00	1
Group PKG (12) for Host	\$48.00	\$216.00	4	24	96	\$10.00	\$960.00	\$192.00	-\$768.00	-4
Group PKG (4)	\$640.00	\$128.00	8	8	0	\$10.00	\$0.00	\$0.00	\$0.00	

FoodShed Productions Projected Revenue Model 2014									
Sweat Equity Group PKG (4)									1
Group PKG (4) for Host	\$96.00	20	0	0	\$10.00	\$0.00	\$1,920.00	\$1,920.00	
	\$48.00	4	8	32	\$10.00	\$320.00	\$192.00	-\$128.00	-0.666666667
Totals from Group Package Workshop				498			\$8,784.00	\$7,504.00	
Hours per Month				62.25					
Total Revenues							\$23,984.00	\$15,258.00	0.6361741

Figure 38. FSP's 2014 Resource Generating Strategy.

Describes revenues and expenses for products and services as well as anticipated clients for 2014 season.

FoodShed Productions
Projected Revenue Model 2015

Product	Price	Price/Client	Volume	Time/ Item	Total Time	Costs/ Bed	Total Cost	Revenues	Gross Profit	Gross Margin
Small Raised Bed	\$140.00		2	3	6	\$65.00	\$130.00	\$280.00	\$150.00	0.53571429
Medium Raised Bed	\$230.00		2	4	8	\$130.00	\$260.00	\$460.00	\$200.00	0.43478261
Large Raised Bed	\$285.00		10	5	50	\$160.00	\$1,600.00	\$2,850.00	\$1,250.00	0.43859649
Large Raised Bed x 2	\$520.00		11	8	88	\$320.00	\$3,520.00	\$5,720.00	\$2,200.00	0.38461538
Total Clients			25							
Totals from Products								\$9,310.00	\$3,800.00	
Service										
Maintenance (8 Months)										
Irregular	-									
1x / Month	\$320.00		3	8	24	\$10.00	\$240.00	\$960.00	\$720.00	0.75
2x / Month	\$456.00		3	16	48	\$10.00	\$480.00	\$1,368.00	\$688.00	0.64912281
1x / Week	\$720.00		1	32	32	\$10.00	\$320.00	\$720.00	\$400.00	0.55555556
2x / Week	\$1,184.00		0	64	0	\$10.00	\$0.00	\$0.00	\$0.00	
Regular Client										
Maintenance (8 Months)										
1x / Month	\$270.00		5	8	40	\$10.00	\$400.00	\$1,350.00	\$950.00	0.7037037
2x / Month	\$406.00		0	16	0	\$10.00	\$0.00	\$0.00	\$0.00	
1x / Week	\$670.00		0	32	0	\$10.00	\$0.00	\$0.00	\$0.00	
2x / Week	\$1,134.00		0	64	0	\$10.00	\$0.00	\$0.00	\$0.00	
Regular Client										
Maintenance (8 Months)										
1x / Month	\$240.00		5	8	40	\$10.00	\$400.00	\$1,200.00	\$800.00	0.66666667
2x / Month	\$376.00		2	16	32	\$10.00	\$320.00	\$752.00	\$0.00	0
1x / Week	\$640.00		0	32	0	\$10.00	\$0.00	\$0.00	\$0.00	
2x / Week	\$1,104.00		0	64	0	\$10.00	\$0.00	\$0.00	\$0.00	
SNAP Recipients										
Maintenance (8 Months)										
1x / Month	\$192.00		2	8	16	\$10.00	\$160.00	\$480.00	\$320.00	0.66666667
2x / Month	\$342.00		1	16	16	\$10.00	\$160.00	\$342.00	\$182.00	0.53216374
1x / Week	\$540.00		0	32	0	\$10.00	\$0.00	\$0.00	\$0.00	
2x / Week	\$888.00		0	64	0	\$10.00	\$0.00	\$0.00	\$0.00	
SNAP Recipients										
Maintenance (8 Months)										
1x / Month	\$192.00		2	8	16	\$10.00	\$160.00	\$384.00	\$224.00	0.58333333
2x / Month	\$319.20		1	16	16	\$10.00	\$160.00	\$319.20	\$159.20	0.49874687
1x / Week	\$432.00		0	32	0	\$10.00	\$0.00	\$0.00	\$0.00	
2x / Week	\$710.40		0	64	0	\$10.00	\$0.00	\$0.00	\$0.00	
Total Clients			25							
Totals from Maintenance								\$7,875.20	\$4,643.20	
Single Education Workshops										
Individual	\$100.00		0	2	0	\$10.00		\$0.00	\$0.00	
Sweat Equity Individual	\$85.00		2	2	4	\$10.00	\$20.00	\$170.00	\$150.00	0.88235294

FoodShed Productions
Projected Revenue Model 2015

Packaged Single Education Workshops									
Individual PKG (12)	\$900.00	0	24	0	\$10.00	\$0.00	\$0.00	\$0.00	
Sweat Equity Individual PKG (12)	\$675.00	0	24	0	\$10.00	\$0.00	\$0.00	\$0.00	
Individual PKG (4)	\$320.00	2	8	16	\$10.00	\$160.00	\$640.00	\$480.00	
Sweat Equity Individual PKG (4)	\$270.00	0	8	0	\$10.00	\$0.00	\$0.00	\$0.00	
Totals from Single Education Workshops						\$810.00	\$0.00	\$630.00	
Group Packaged Workshops									
Group PKG (12)	\$1,440.00	0	24	0	\$10.00	\$0.00	\$0.00	\$0.00	1
Sweat Equity Group PKG (12)	\$1,080.00	40	0	0	\$10.00	\$0.00	\$8,640.00	\$8,640.00	
Group PKG (12) for Host	\$48.00	6	24	144	\$10.00	\$1,440.00	\$288.00	-\$1,152.00	-4
Group PKG (4)	\$640.00	10	-	-	\$10.00	\$0.00	\$1,280.00	\$1,280.00	
Sweat Equity Group PKG (4)	\$480.00	20	-	-	\$10.00	\$0.00	\$1,920.00	\$1,920.00	1
Group PKG (4) for Host	\$48.00	6	8	48	\$10.00	\$480.00	\$288.00	-\$192.00	-0.66666667
Totals from Group Package Workshops				644		\$12,416.00	\$10,496.00		
Hours per Month				77					
Total Revenues						\$30,411.20	\$19,569.20	0.6434866	

Figure 39. FSP's 2015 Resource Generating Strategy. Describes revenues and expenses for products and services as well as anticipated clients for 2015 season.

Appendix L

FoodShed Productions' Organizational Chart

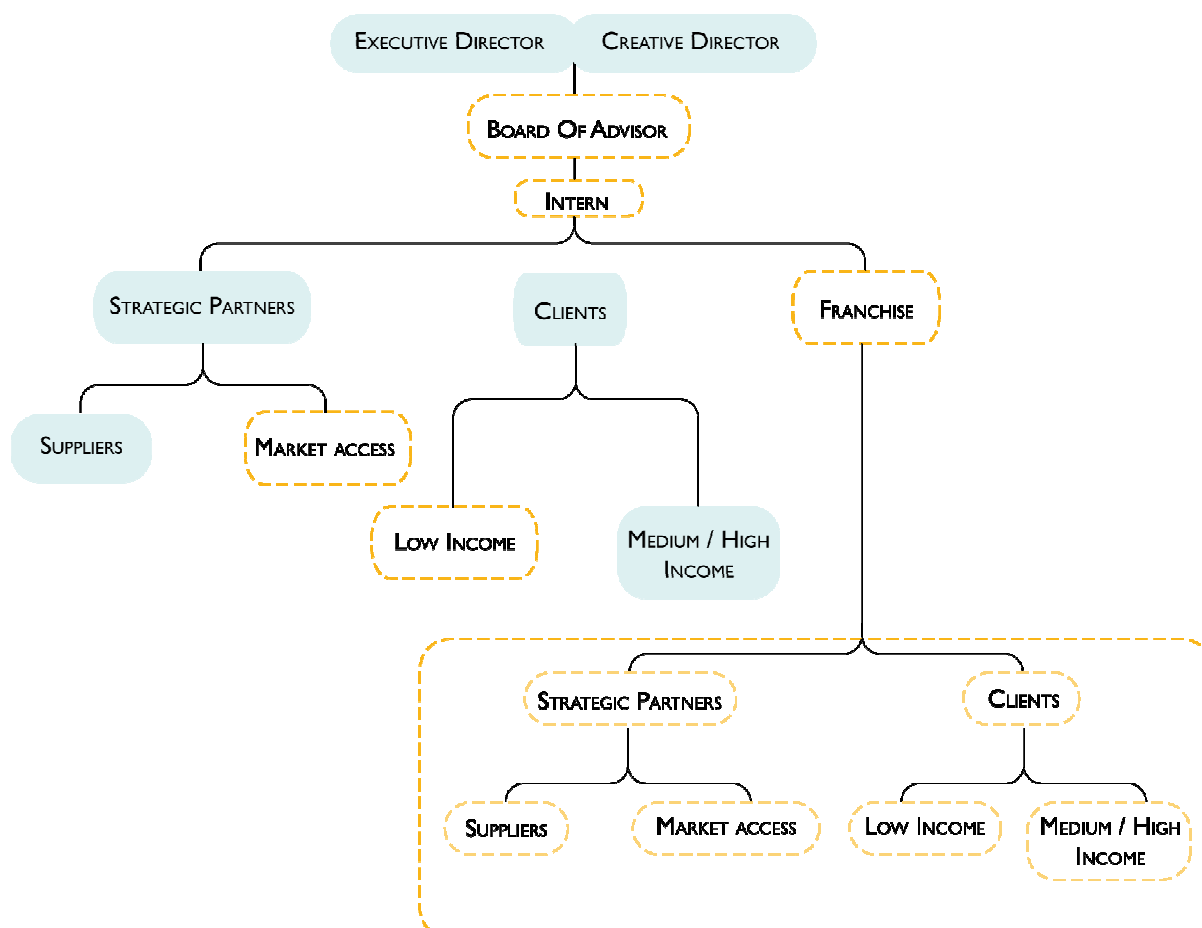


Figure 40. FSP's Organizational Chart. Displays organizational relations and hierarchy. Dashed lines indicate elements in development.

Appendix M

FoodShed Productions' Location

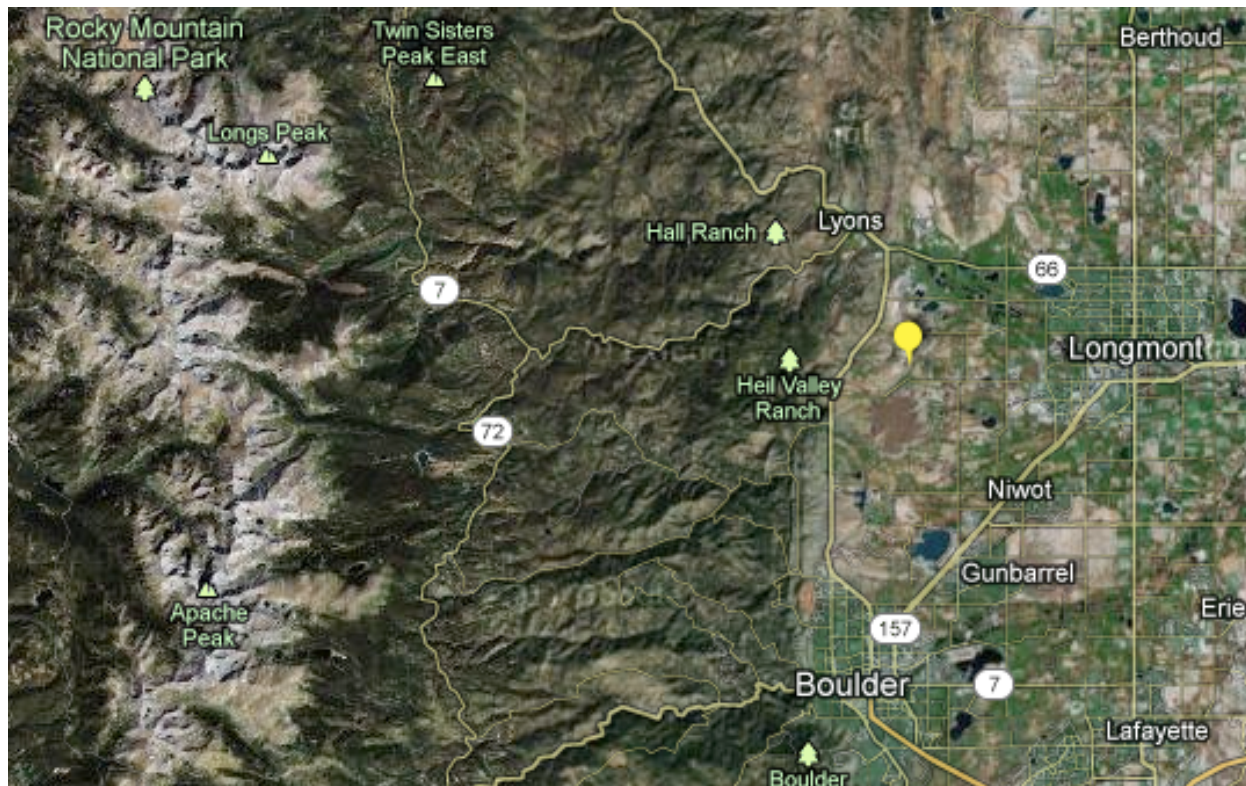


Figure 41. Map of Boulder County, Colorado. FSP is located between Lyons, Longmont, and Boulder.



Figure 42. FoodShed Productions' Location At Frog Belly Farm. In exchange for experienced employees and program developments on Frog Belly Farm, FSP's has a professional place and space to run it's operations.

Appendix N

FoodShed Productions' Income Statement

1

FoodShed Productions
Income Statement 1st Qtr
Feb. - Apr.

Months	February	March	April	Quarterly Totals
START-UP FUNDS	\$ 6,053.00	\$ 100.00		\$ 6,153.00
START-UP COSTS				
OFFICE & EQUIPMENT	\$ (100.79)	\$ (45.52)	\$ (11.60)	\$ (157.91)
POTS & TOOLS	\$ (495.61)	\$ (156.87)	\$ (147.36)	\$ (799.84)
TOTAL START-UP COSTS	\$ (596.40)	\$ (202.39)	\$ (158.96)	\$ (957.75)
Revenues				
Construction			\$ 587.84	\$ 587.84
Consultation	\$ 60.00			\$ 60.00
Education				\$ -
Maintenance				\$ -
Plant Starts				\$ -
Refunds				\$ -
Total Revenues	\$ 60.00	\$ -	\$ 587.84	\$ 647.84
Direct Costs				
Construction Materials		\$ (179.21)	\$ (265.42)	\$ (444.63)
Seed & Soil	\$ (158.59)	\$ (1,503.51)	\$ (285.89)	\$ (1,947.99)
Total Direct Costs	\$ (158.59)	\$ (1,682.72)	\$ (551.31)	\$ (2,392.62)
Gross Profit	\$ (98.59)	\$ (1,682.72)	\$ 36.53	\$ (1,744.78)
Gross Margin	-164.32%		6.21%	-269.32%
Operating Expenses				
Communication				
Advertising		\$ (739.00)		\$ (739.00)
Phone		\$ (66.32)		\$ (66.32)
Outreach		\$ (118.24)	\$ (7.65)	\$ (125.89)
Garden				
Materials & Tools	\$ (33.32)	\$ (316.29)	\$ (177.94)	\$ (527.55)
Kitchen				
Supplies		\$ (86.21)		\$ (86.21)
Office				
Administration	\$ (328.39)	\$ (6.00)		\$ (334.39)
Payroll				\$ -
Supplies			\$ (23.75)	\$ (23.75)
Taxes				\$ -
Transportation				
Administration	\$ (268.00)	\$ (280.70)		\$ (568.70)
Gas	\$ (204.80)	\$ (159.29)	\$ (77.52)	\$ (441.61)
Repairs & Maintenance	\$ (699.99)	\$ (899.01)		\$ (1,599.00)
Total Operating Expenses	\$ (1,554.50)	\$ (2,671.06)	\$ (286.86)	\$ (4,512.42)
Operating Profit (EBIT)	\$ (1,653.09)	\$ (4,353.78)	\$ (250.33)	\$ (6,257.20)
Non-Operating (Income) & Interest Expense				
Amortization				\$ -
Pre-Tax Income				\$ -
Taxes (~15%)				\$ -
Net Profit (or loss)	\$ (1,653.09)	\$ (4,353.78)	\$ (250.33)	\$ (6,257.20)
Net Income	\$ (1,992.09)	\$ (6,345.87)	\$ (6,596.20)	

FoodShed Production
Income Statement 2nd Qtr
May - June

Months	May	June	July	Quarterly Totals
START-UP FUNDS				
START-UP COSTS				
OFFICE & EQUIPMENT				
POTS & TOOLS	\$ (194.42)	\$ (834.37)		\$ (1,028.79)
				\$ -
TOTAL START-UP COSTS	\$ (194.42)	\$ (834.37)	\$ -	\$ (1,028.79)
Revenues				
Construction	\$ 486.48	\$ 746.40	\$ 3,534.63	\$ 4,767.51
Consultation	\$ 70.00			\$ 70.00
Education	\$ 150.00	\$ 237.50	\$ 150.00	\$ 537.50
Maintenance	\$ 325.00	\$ 350.00	\$ 651.00	\$ 1,326.00
Plant Starts	\$ 133.75	\$ 260.50	\$ 109.20	\$ 503.45
Refunds	\$ 578.69	\$ 37.62		\$ 616.31
Total Revenues	\$ 1,743.92	\$ 1,632.02	\$ 4,444.83	\$ 7,820.77
Direct Costs				
Construction Materials	\$ (50.62)	\$ (514.20)		\$ (564.82)
Seed & Soil	\$ (467.40)	\$ (42.09)	\$ (37.45)	\$ (546.94)
Total Direct Costs	\$ (518.02)	\$ (556.29)	\$ (37.45)	\$ (1,111.76)
Gross Profit	\$ 1,225.90	\$ 1,075.73	\$ 4,407.38	\$ 6,709.01
Gross Margin	70.30%	65.91%	99.16%	85.78%
Operating Expenses				
Communication				
Advertising	\$ (87.10)	\$ (36.28)		\$ (123.38)
Phone	\$ (36.92)	\$ (128.01)	\$ (277.58)	\$ (442.51)
Outreach			\$ (37.76)	\$ (37.76)
				\$ -
Garden				
Materials & Tools	\$ (327.83)	\$ (432.82)		\$ (760.65)
				\$ -
Kitchen				
Supplies	\$ (71.77)		\$ (83.26)	\$ (155.03)
				\$ -
Office				
Administration		\$ (34.74)	\$ (10.00)	\$ (44.74)
Payroll			\$ (400.00)	\$ (400.00)
Supplies	\$ (107.92)			\$ (107.92)
Taxes				\$ -
Transportation				
Administration	\$ (1.75)			\$ (1.75)
Gas	\$ (225.82)	\$ (55.38)	\$ (35.31)	\$ (316.51)
Repairs & Maintenance	\$ (35.32)	\$ (52.74)		\$ (88.06)
Total Operating Expenses	\$ (894.43)	\$ (739.97)	\$ (843.91)	\$ (2,478.31)
Operating Profit (EBIT)	\$ 331.47	\$ 335.76	\$ 3,563.47	\$ 4,230.70
Non-Operating (Income) & Interest Expense				
Amortization				
Pre-Tax Income				
Taxes (~15%)	\$ (49.72)	\$ (50.36)	\$ (534.52)	\$ (634.60)
Net Profit (or loss)	\$ 137.05	\$ 129.77	\$ 3,563.47	\$ 3,830.29
Net Income	\$ (6,459.15)	\$ (6,329.38)	\$ (2,765.91)	

FoodShed Productions
Income Statement 3rd Qtr
Aug. - Oct.

Months	August	September	October	Quarterly Totals
START-UP FUNDS				
START-UP COSTS				
OFFICE & EQUIPMENT	\$ (34.29)			\$ (34.29)
POTS & TOOLS				\$ -
TOTAL START-UP COSTS	\$ (34.29)	\$ -	\$ -	\$ (34.29)
Revenues				
Construction	\$ 15.76	\$ 207.09		\$ 222.85
Consultation				\$ -
Education		\$ 75.00		\$ 75.00
Maintenance	\$ 175.00	\$ 300.00		\$ 475.00
Plant Starts	\$ 45.79	\$ 72.50		\$ 118.29
Refunds	\$ 162.12		\$ 400.50	\$ 562.62
Total Revenues	\$ 398.67	\$ 654.59	\$ 400.50	\$ 1,453.76
Direct Costs				
Construction Materials				\$ -
Seed & Soil	\$ (148.66)			\$ (148.66)
Total Direct Costs	\$ (148.66)	\$ -	\$ -	\$ (148.66)
Gross Profit	\$ 250.01	\$ 654.59	\$ 400.50	\$ 1,305.10
Gross Margin	62.71%	100.00%	100.00%	89.77%
Operating Expenses				
Communication				
Advertising				\$ -
Phone	\$ (125.84)	\$ (82.45)	\$ (66.01)	\$ (274.30)
Outreach				\$ -
Garden				
Materials & Tools	\$ (11.03)			\$ (11.03)
Kitchen				
Supplies				\$ -
Office				
Administration				\$ -
Payroll	\$ (500.00)			\$ (500.00)
Supplies			\$ (49.49)	\$ (49.49)
Taxes				\$ -
Transportation				
Administration				\$ -
Gas	\$ (65.91)	\$ (55.89)		\$ (121.80)
Repairs & Maintenance				\$ -
Total Operating Expenses	\$ (702.78)	\$ (138.34)	\$ (115.50)	\$ (956.62)
Operating Profit (EBIT)	\$ (452.77)	\$ 516.25	\$ 285.00	\$ 348.48
Non-Operating (Income) & Interest Expense				
Amortization				\$ -
Pre-Tax Income				
Taxes (~15%)		\$ (77.44)	\$ (42.75)	\$ (120.19)
Net Profit (or loss)	\$ (452.77)	\$ 300.12	\$ 285.00	\$ 132.35
Net Income	\$(3,218.68)	\$(2,918.56)	\$(2,633.56)	

FoodShed Productions
Income Statement 4th Qtr
Nov. - Jan

Months	November	December	January 2013	Monthly Totals
START-UP FUNDS				
START-UP COSTS				
OFFICE & EQUIPMENT				\$ -
POTS & TOOLS				\$ -
TOTAL START-UP COSTS	\$ -	\$ -	\$ -	\$ -
Revenues				
Construction				\$ -
Consultation				\$ -
Education				\$ -
Maintenance				\$ -
Plant Starts				\$ -
Refunds			\$ 159.51	\$ 159.51
Total Revenues	\$ -	\$ 70.87	\$ 159.51	\$ 230.38
Direct Costs				
Construction Materials				\$ -
Seed & Soil				\$ -
Total Direct Costs	\$ -	\$ -	\$ -	\$ -
Gross Profit	\$ -	\$ 70.87	\$ 159.51	\$ 230.38
Gross Margin		100.00%	100.00%	\$ 2.00
Operating Expenses				
Communication				
Advertising				\$ -
Phone	\$ (66.01)	\$ (66.01)		\$ (132.02)
Outreach	\$ (366.92)			\$ (366.92)
				\$ -
Garden				
Materials & Tools				\$ -
				\$ -
Kitchen				
Supplies				\$ -
				\$ -
Office				
Administration				\$ -
Payroll				\$ -
Supplies			\$ (71.82)	\$ (71.82)
Taxes				\$ -
Transportation				
Administration				\$ -
Gas				\$ -
Repairs & Maintenance				\$ -
Total Operating Expenses	\$ (432.93)	\$ (66.01)	\$ (71.82)	\$ (570.76)
Operating Profit (EBIT)	\$ (432.93)	\$ 4.86	\$ 87.69	\$ (340.38)
Non-Operating (Income) & Interest Expense				
Amortization				\$ -
Pre-Tax Income				
Taxes (~15%)		\$ (0.73)	\$ (13.15)	\$ (13.88)
Net Profit (or loss)	\$ (432.93)	\$ 4.86	\$ 87.69	\$ (340.38)
Net Income	\$ (3,066.49)	\$ (3,061.63)	\$ (2,973.94)	

FoodShed Productions
Income Statement Year to Date

5

Months	1st Qtr.	Feb. - Jan.	2nd Qtr.	3rd Qtr.	4th Qtr.	Year End Totals
START-UP FUNDS	\$ 6,153.00	\$ -	\$ -	\$ -	\$ -	\$ 6,153.00
START-UP COSTS						
OFFICE & EQUIPMENT	\$ (157.91)	\$ -	\$ (34.29)	\$ -	\$ -	\$ (192.20)
POTS & TOOLS	\$ (799.84)	\$ (1,028.79)	\$ -	\$ -	\$ -	\$ (1,828.63)
TOTAL START-UP COSTS	\$ (957.75)	\$ (1,028.79)	\$ (34.29)	\$ -	\$ -	\$ (2,020.83)
Revenues						
Construction	\$ 587.84	\$ 4,767.51	\$ 222.85	\$ -	\$ -	\$ 5,578.20
Consultation	\$ 60.00	\$ 70.00	\$ -	\$ -	\$ -	\$ 130.00
Education	\$ -	\$ 537.50	\$ 75.00	\$ -	\$ -	\$ 612.50
Maintenance	\$ -	\$ 1,326.00	\$ 475.00	\$ -	\$ -	\$ 1,801.00
Plant Starts	\$ -	\$ 503.45	\$ 118.29	\$ -	\$ -	\$ 621.74
Refunds	\$ -	\$ 616.31	\$ 562.62	\$ 159.51	\$ -	\$ 1,338.44
Total Revenues	\$ 647.84	\$ 7,820.77	\$ 1,453.76	\$ 230.38	\$ -	\$ 10,152.75
Direct Costs						
Construction Materials	\$ (444.63)	\$ (564.82)	\$ -	\$ -	\$ -	\$ (1,408.45)
Seed & Soil	\$ (1,947.99)	\$ (546.94)	\$ (148.66)	\$ -	\$ -	\$ (2,643.59)
Total Direct Costs	\$ (2,392.62)	\$ (1,111.76)	\$ (148.66)	\$ -	\$ -	\$ (4,052.04)
Gross Profit	\$ (1,744.78)	\$ 6,709.01	\$ 1,305.10	\$ 230.38	\$ -	\$ 6,100.71
Gross Margin	-269.32%	85.78%	89.77%	2.00	\$	5.40
Operating Expenses						
Communication						
Advertising	\$ (739.00)	\$ (123.38)	\$ -	\$ -	\$ -	\$ (862.38)
Phone	\$ (66.32)	\$ (442.51)	\$ (274.30)	\$ (132.02)	\$ -	\$ (915.15)
Outreach	\$ (125.89)	\$ (37.76)	\$ -	\$ (366.92)	\$ -	\$ (530.57)
Garden						
Materials & Tools	\$ (527.55)	\$ (760.65)	\$ (11.03)	\$ -	\$ -	\$ (1,299.23)
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Kitchen						
Supplies	\$ (86.21)	\$ (155.03)	\$ -	\$ -	\$ -	\$ (241.24)
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Office						
Administration	\$ (334.39)	\$ (44.74)	\$ -	\$ -	\$ -	\$ (379.13)
Payroll	\$ -	\$ (400.00)	\$ (500.00)	\$ -	\$ -	\$ (900.00)
Supplies	\$ (23.75)	\$ (107.92)	\$ (49.49)	\$ (71.82)	\$ -	\$ (252.98)
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transportation						
Administration	\$ (568.70)	\$ (1.75)	\$ -	\$ -	\$ -	\$ (570.45)
Gas	\$ (441.61)	\$ (316.51)	\$ (121.80)	\$ -	\$ -	\$ (879.92)
Repairs & Maintenance	\$ (1,599.00)	\$ (88.06)	\$ -	\$ -	\$ -	\$ (1,687.06)
Total Operating Expenses	\$ (4,512.42)	\$ (2,478.31)	\$ (956.62)	\$ (570.76)	\$ -	\$ (8,518.11)
Operating Profit (EBIT)	\$ (6,257.20)	\$ 4,230.70	\$ 348.48	\$ (340.38)	\$ -	\$ (2,417.40)
Non-Operating (Income) & Interest Expense						
Amortization	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (711.44)
Pre-Tax Income						
Taxes (~15%)	\$ -	\$ (634.60)	\$ (120.19)	\$ (13.88)	\$ -	\$ (768.67)
Net Profit (or loss)	\$ (6,257.20)	\$ 3,830.29	\$ 132.35	\$ (340.38)	\$ -	\$ (2,973.94)
Net Income						

Figure 43. FSP's Income Statement. The Income Statement is centered upon the solstices and equinox to show the seasonal nature of FSP. There is one statement per season and a year end income statement.

Appendix O

FoodShed Productions' Statement of Cash Flow & Drill Down

FoodShed Productions Statement of Cash Flow 1/1/2012 - 12/31/2012			
January		July	
Operating Expenses	\$ (398.50)	Operating Expenses	\$ (881.36)
Operating Revenues	\$ -	Operating Revenues	\$ 4,444.83
Capital Expenditures	\$ -	Capital Expenditures	\$ -
	\$ -		
Monthly Totals:	\$ (398.50)	Monthly Totals:	\$ 3,563.47
February		August	
Operating Expenses	\$ (1,713.09)	Operating Expenses	\$ (851.44)
Operating Revenues*	\$ 6,113.00	Operating Revenues	\$ 398.67
Capital Expenditures	\$ (596.50)	Capital Expenditures	\$ (34.29)
Monthly Totals:	\$ 3,803.41	Monthly Totals:	\$ (487.06)
March		September	
Operating Expenses	\$ (4,353.35)	Operating Expenses	\$ (138.34)
Operating Revenues	\$ 100.00	Operating Revenues	\$ 654.59
Capital Expenditures	\$ (202.39)	Capital Expenditures	\$ -
Monthly Totals:	\$(4,455.74)	Monthly Totals:	\$ 516.25
April		October	
Operating Expenses	\$ (838.17)	Operating Expenses	\$ (115.50)
Operating Revenues	\$ 587.84	Operating Revenues	\$ 400.50
Capital Expenditures	\$ (158.96)	Capital Expenditures	\$ -
Monthly Totals:	\$ (409.29)	Monthly Totals:	\$ 285.00
May		November	
Operating Expenses	\$ (1,412.45)	Operating Expenses	\$ (432.93)
Operating Revenues	\$ 1,743.92	Operating Revenues	\$ -
Capital Expenditures	\$ (194.42)	Capital Expenditures	\$ -
Monthly Totals:	\$ 137.05	Monthly Totals:	\$ (432.93)
June		December	
Operating Expenses	\$ (1,280.24)	Operating Expenses	\$ (66.01)
Operating Revenues	\$ 1,632.02	Operating Revenues	\$ 70.87
Capital Expenditures	\$ (834.37)	Capital Expenditures	\$ -
Monthly Totals:	\$ (482.59)	Monthly Totals:	\$ 4.86
Year End Total:			\$ 1,643.93

*Crowdfunding Campaign - \$6,153.00

Figure 44. FSP's Statement of Cash Flows By Month. This is a snapshot of FSP's Cash flow on a month by month basis, showing the seasonal nature of the business.

FoodShed Productions
Statement of Cash Flow - Drill Down
 1/1/2012 - 12/31/2012

1

Date	Description	Debit	Credit	Total
19-Jan-12	Johnny's Select Seeds	(225.65)		(\$225.65)
19-Jan-12	High Mowing Seeds	(172.85)		(\$172.85)
Monthly Totals:		(398.50)	-	(\$398.50)
3-Feb-12	INDIEGOGO Campaign		6,053.00	\$6,053.00
3-Feb-12	INDIEGOGO Rebate 5%	(302.00)		(\$302.00)
3-Feb-12	Accounting Book	(13.81)		(\$13.81)
5-Feb-12	Truck Pick-up	(288.00)		(\$288.00)
10-Feb-12	Serif/WebPlus	(86.98)		(\$86.98)
14-Feb-12	Gas Delivery	(204.80)		(\$204.80)
14-Feb-12	Towing	(231.50)		(\$231.50)
16-Feb-12	Gardn'wise Flats	(143.47)		(\$143.47)
17-Feb-12	The Flower Bin - Soil, Fert., Verveni	(65.37)		(\$65.37)
17-Feb-12	NAPA - Radiator	(293.35)		(\$293.35)
21-Feb-12	WaytoGrow - Grow Lights	(304.85)		(\$304.85)
21-Feb-12	HomeDepot - Light Table Mat.	(9.57)		(\$9.57)
22-Feb-12	Lowes - Light Table Mat.	(37.72)		(\$37.72)
22-Feb-12	Gardn'wise - Soil	(91.07)		(\$91.07)
24-Feb-12	Office Depot -	(26.49)		(\$26.49)
24-Feb-12	Client Consultation		60.00	\$60.00
25-Feb-12	Home Depot - Plastic, Lt. Table Mat	(33.32)		(\$33.32)
29-Feb-12	HD - Carrots	(2.15)		(\$2.15)
29-Feb-12	Truck Repair	(175.14)		(\$175.14)
Monthly Totals:		(2,309.59)	6,113.00	\$3,803.41
1-Mar-12	FedEX	(3.54)		(\$3.54)
2-Mar-12	HD - Book	(19.41)		(\$19.41)
3-Mar-12	CL - Tools	(30.00)		(\$30.00)
5-Mar-12	Redirect Guide	(739.00)		(\$739.00)
7-Mar-12	Moo Print - Business Cards	(89.70)		(\$89.70)
9-Mar-12	HBC - Cloth, HW	(25.73)		(\$25.73)
9-Mar-12	ARBICO- Insectarium	(34.15)		(\$34.15)
9-Mar-12	Rareseed - Seeds	(55.50)		(\$55.50)
9-Mar-12	Truck Repair - Ball Joints	(882.46)		(\$882.46)
10-Mar-12	SlowFoodUSA	(25.00)		(\$25.00)
11-Mar-12	Flower Bin - Seed	(3.00)		(\$3.00)
12-Mar-12	Pioneer - Sand	(409.20)		(\$409.20)
13-Mar-12	FR Mat. - Compost 45CY	(725.40)		(\$725.40)
13-Mar-12	String	(12.00)		(\$12.00)
14-Mar-12	Flower Bin - DE	(14.04)		(\$14.04)
13-Mar-12	Rareseed - seed	(13.50)		(\$13.50)
15-Mar-12	HD -	(16.16)		(\$16.16)
16-Mar-12	HD - Tools	(36.51)		(\$36.51)
16-Mar-12	GAS	(60.00)		(\$60.00)
19-Mar-12	HD -	(45.98)		(\$45.98)
19-Mar-12	WholeFoods	(43.51)		(\$43.51)

FoodShed Productions
Statement of Cash Flow - Drill Down
 1/1/2012 - 12/31/2012

2

19-Mar-12 Truck - Emissions	(10.00)		(\$10.00)
19-Mar-12 ACE HW - Turn Buckles	(4.97)		(\$4.97)
19-Mar-12 NAPA -Truck Repair	(16.55)		(\$16.55)
19-Mar-12 Truck- Licensing	(270.27)		(\$270.27)
19-Mar-12 HD - Tools	(50.36)		(\$50.36)
21-Mar-12 Lowes - Peat Moss	(61.05)		(\$61.05)
21-Mar-12 HBC - HW, PVC	(43.63)		(\$43.63)
21-Mar-12 Hancock Fabric - String	(10.76)		(\$10.76)
21-Mar-12 Gardn'Wise - Fert.	(53.23)		(\$53.23)
21-Mar-12 Lowes - PeatMoss	(21.05)		(\$21.05)
22-Mar-12 HighMowing Seeds	(14.25)		(\$14.25)
22-Mar-12 GeoTextile - Weed Barrier	(91.69)		(\$91.69)
22-Mar-12 Rareseed - seed	(84.75)		(\$84.75)
23-Mar-12 HD -	(6.42)		(\$6.42)
23-Mar-12 Gas	(56.71)		(\$56.71)
26-Mar-12 CL - Scale	(40.00)		(\$40.00)
27-Mar-12 Gardn-Wise - Phosphate	(14.39)		(\$14.39)
27-Mar-12 HBC - plastic	(41.85)		(\$41.85)
27-Mar-12 Indiegogo - Late Contribution		100.00	\$100.00
27-Mar-12 ABEBooks - CA HB	(26.11)		(\$26.11)
29-Mar-12 Gas	(42.58)		(\$42.58)
29-Mar-12 Gardn'wise - Hose Soil	(151.11)		(\$151.11)
30-Mar-12 HD - Poly, trash	(45.20)		(\$45.20)
30-Mar-12 Savvy Seconds - Kitchen supplies	(42.70)		(\$42.70)
31-Mar-12 AT&T - Phone	(66.32)		(\$66.32)
31-Mar-12 FLATIRON Bank Service Charge	(6.00)		(\$6.00)
Monthly Totals:	(4,555.74)	100.00	(\$4,455.74)
6-Apr-12 Panera - C&C	(1.72)		(\$1.72)
6-Apr-12 Office Max - Office Supplies	(23.75)		(\$23.75)
10-Apr-12 HBC - Tools	(147.36)		(\$147.36)
10-Apr-12 Lowes - Soil	(30.13)		(\$30.13)
13-Apr-12 HD - Client Supplies	(121.90)		(\$121.90)
17-Apr-12 HD - Flags	(16.96)		(\$16.96)
17-Apr-12 Flower Bin - Seeds & Soil	(37.29)		(\$37.29)
17-Apr-12 USPS - FR(postcards)	(5.93)		(\$5.93)
18-Apr-12 HD- Twine, Stakes	(52.61)		(\$52.61)
19-Apr-12 Gardn'wise - Soil & Tools	(218.47)		(\$218.47)
19-Apr-12 GEotextile - weedbarrier	(126.56)		(\$126.56)
19-Apr-12 Repurpose Mat. - Burlap, Drum	(69.96)		(\$69.96)
22-Apr-12 Library - Sm. Plot Hi yield	(11.60)		(\$11.60)
24-Apr-12 FSP -Invoice #2		328.59	\$328.59
25-Apr-12 GAS	(77.52)		(\$77.52)
27-Apr-12 HD -	(55.37)		(\$55.37)
27-Apr-12 FSP -Invoice #1		259.25	\$259.25
Monthly Totals:	(997.13)	587.84	(\$409.29)

FoodShed Productions
Statement of Cash Flow - Drill Down
 1/1/2012 - 12/31/2012

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1-May-12 Lowes - Peat Moss	(188.42)		(\$188.42)
1-May-12 Flower Bin - tools	(34.79)		(\$34.79)
1-May-12 AT&T - Mo. Bill	(36.92)		(\$36.92)
1-May-12 Material Reimbursement		567.30	\$567.30
2-May-12 HD - Tarps	(92.84)		(\$92.84)
3-May-12 DBC - Irrigation	(78.00)		(\$78.00)
4-May-12 NAPA - Tester	(9.39)		(\$9.39)
4-May-12 NAPA - Return		3.24	\$3.24
4-May-12 NAPA - Truck Adaptor	(25.93)		(\$25.93)
4-May-12 Flower Bin - Seed	(1.69)		(\$1.69)
7-May-12 GAS	(24.87)		(\$24.87)
8-May-12 ACE - Refund		8.15	\$8.15
9-May-12 FSP - Invoice #3		495.23	\$495.23
9-May-12 FSP -Invoice #9(.5)		600.00	\$600.00
10-May-12 U-Haul - Trailer	(34.37)		(\$34.37)
10-May-12 HBC - Rebar. PVC	(67.66)		(\$67.66)
11-May-12 Flower Bin	(10.33)		(\$10.33)
11-May-12 O'Tooles - Pepper TrpIts	(137.03)		(\$137.03)
12-May-12 RESOURCE -	(16.25)		(\$16.25)
14-May-12 Lowes - Tools	(37.16)		(\$37.16)
15-May-12 HD - Materials	(75.92)		(\$75.92)
15-May-12 King Sooper	(11.31)		(\$11.31)
16-May-12 GAS	(70.39)		(\$70.39)
18-May-12 Boulder Parking	(1.75)		(\$1.75)
18-May-12 WEB - Clothes	(10.99)		(\$10.99)
21-May-12 Twin Peaks Feed & Grain	(90.00)		(\$90.00)
21-May-12 HD - Const. Mat.	(11.54)		(\$11.54)
21-May-12 Overnight Print	(87.10)		(\$87.10)
22-May-12 SAFEWAY - Kitchen Supplies	(53.27)		(\$53.27)
23-May-12 Flower Bin -	(6.47)		(\$6.47)
23-May-12 GAS	(58.21)		(\$58.21)
24-May-12 HD - Const. Mat.	(56.47)		(\$56.47)
25-May-12 CLIENT Consult		70.00	\$70.00
26-May-12 Michael's - Office Supplies	(61.30)		(\$61.30)
26-May-12 Murdoch's - Clothes	(35.63)		(\$35.63)
29-May-12 Chipotle	(7.19)		(\$7.19)
29-May-12 Rareseeds	(23.75)		(\$23.75)
29-May-12 Flower Bin - IPM	(9.71)		(\$9.71)
29-May-12 HD - Trellising Mat.	(38.24)		(\$38.24)
29-May-12 GAS	(72.35)		(\$72.35)
31-May-12 HD - Tools	(29.63)		(\$29.63)
Monthly Totals:	(1,606.87)	1,743.92	\$137.05
4-Jun-12 BHC - Bucket organizer	(8.81)		(\$8.81)
4-Jun-12 Phoenix org garden	(305.50)		(\$305.50)
5-Jun-12 Fedex flyers	(22.96)		(\$22.96)
6-Jun-12 AT&T - Mo. Bill	(62.22)		(\$62.22)
7-Jun-12 FSP - Invoice #7		197.04	\$197.04

FoodShed Productions
Statement of Cash Flow - Drill Down
 1/1/2012 - 12/31/2012

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7-Jun-12 FSP - Invoice #8		557.99	\$557.99
5-Jun-12 Flower bin - Lady bugs	(9.71)		(\$9.71)
12-Jun-12 Grease Monkey	(42.63)		(\$42.63)
13-Jun-12 HD	(64.44)		(\$64.44)
14-Jun-12 FSP -Invoice #9(.5)		600.00	\$600.00
15-Jun-12 Alpine Lumber	(514.20)		(\$514.20)
17-Jun-12 HD- Tools & Hardware	(25.62)		(\$25.62)
18-Jun-12 FSP- Invoice #12		239.37	\$239.37
18-Jun-12 post office - reward postcard	(2.12)		(\$2.12)
18-Jun-12 USPS	(11.20)		(\$11.20)
19-Jun-12 Gardn'Wise	(426.25)		(\$426.25)
19-Jun-12 Gardening Tools	(50.00)		(\$50.00)
22-Jun-12 HD- Tools & Hardware	(138.79)		(\$138.79)
22-Jun-12 Family Dollar - Liquid	(10.11)		(\$10.11)
22-Jun-12 Handcock Fabrick	(9.68)		(\$9.68)
22-Jun-12 HD-refund		10.64	\$10.64
24-Jun-12 Harlequin - Plants	(7.34)		(\$7.34)
25-Jun-12 HD- Tools & Hardware	(8.56)		(\$8.56)
25-Jun-12 Resource - rental	(9.74)		(\$9.74)
25-Jun-12 Office Max - office supply	(21.60)		(\$21.60)
25-Jun-12 Resource - Membership	(25.00)		(\$25.00)
25-Jun-12 Lowes - Digging bar	(34.56)		(\$34.56)
25-Jun-12 HD- Tools & Hardware	(50.92)		(\$50.92)
25-Jun-12 King Soopers- gas	(55.38)		(\$55.38)
25-Jun-12 AT&T - Mo. Bill	(65.79)		(\$65.79)
25-Jun-12 HD- Tools & Hardware	(134.81)		(\$134.81)
25-Jun-12 HD-refund		26.98	\$26.98
26-Jun-12 HD- Tools & Hardware	(4.09)		(\$4.09)
26-Jun-12 HD- Tools & Hardware	(5.16)		(\$5.16)
26-Jun-12 Flower Bin	(6.76)		(\$6.76)
26-Jun-12 Flower Bin	(18.28)		(\$18.28)
Monthly Totals:	(2,152.23)	1,632.02	(\$520.21)
2-Jul-12 Rareseeds	(23.50)		(\$23.50)
3-Jul-12 FSP - Invoice #13		215.96	\$215.96
3-Jul-12 FSP - Invoice #14		370.06	\$370.06
5-Jul-12 Jonnhy's - Seeds	(13.95)		(\$13.95)
5-Jul-12 USPS - Postcard reward	(37.76)		(\$37.76)
10-Jul-12 Stop'nsave -	(72.06)		(\$72.06)
13-Jul-12 FSP - Invoice #16		2,104.71	\$2,104.71
13-Jul-12 Salary	(400.00)		(\$400.00)
16-Jul-12 FSP - Invoice #4,#5,#6,#11,#17,#19		1,551.98	\$1,551.98
17-Jul-12 Safeway - gas	(35.31)		(\$35.31)
19-Jul-12 King soopers	(11.20)		(\$11.20)
24-Jul-12 AT&T - Mo. Bill	(212.00)		(\$212.00)
25-Jul-12 Sec of State registration	(10.00)		(\$10.00)
27-Jul-12 AT&T -	(65.58)		(\$65.58)

FoodShed Productions
Statement of Cash Flow - Drill Down
 1/1/2012 - 12/31/2012

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30-Jul-12 FSP - Invoice #10		77.70	\$77.70
30-Jul-12 FSP - Invoice #18		124.42	\$124.42
Monthly Totals:	(881.36)	4,444.83	\$3,563.47
6-Aug-12 AT&T - Refund		162.12	\$162.12
9-Aug-12 King Soopers - gas	(65.91)		(\$65.91)
9-Aug-12 Flower bin	(148.66)		(\$148.66)
15-Aug-12 Abebooks	(3.95)		(\$3.95)
15-Aug-12 Abebooks	(4.89)		(\$4.89)
15-Aug-12 Abebooks	(15.45)		(\$15.45)
15-Aug-12 AT&T -	(18.91)		(\$18.91)
23-Aug-12 Mother Earth	(10.00)		(\$10.00)
27-Aug-12 AT&T	(106.93)		(\$106.93)
29-Aug-12 FSP - Invoice #23		184.05	\$184.05
29-Aug-12 FSP - Invoice #22		52.50	\$52.50
30-Aug-12 HD	(11.03)		(\$11.03)
31-Aug-12 Salary	(500.00)		(500.00)
Monthly Totals:	(885.73)	398.67	(\$487.06)
5-Sep-12 FSP - Invoice #15 & #21		288.46	\$288.46
6-Sep-12 Safeway - Fuel	(55.89)		(\$55.89)
26-Sep-12 FSP - Invoice #20 & #24		366.13	\$150.00
27-Sep-12 AT&T	(82.45)		(\$82.45)
Monthly Totals:	(138.34)	654.59	\$300.12
1-Oct-12 Deposit Reimbursement FSP		366.13	\$366.13
15-Oct-12 Refund U-Haul		34.37	\$34.37
15-Oct-12 Ink Jet	(49.49)		(\$49.49)
29-Oct-12 AT&T	(66.01)		(\$66.01)
Monthly Totals:	(115.50)	400.50	\$285.00
15-Nov-12 GoDaddy.com	(366.92)		(\$366.92)
26-Nov-12 AT&T	(66.01)		(\$66.01)
Monthly Totals:	(432.93)	-	(\$432.93)
17-Dec-12 FSP - Invoice #25		70.87	\$70.87
27-Dec-12 AT&T	(66.01)		(\$66.01)
31-Dec-12 Salary	(900.00)		(\$900.00)
Monthly Totals:	(966.01)	70.87	(\$895.14)
Year End Gross Profit:			\$490.18

Figure 45. FSP's Statement of Cash Flow - Drill Down. This cash flow statement reflects every purchase made during the 2012 season.

Appendix P

FoodShed Productions' Balance Sheet

Balance Sheet as of 12/31/2012			
Assets	2/1/12	12/31/12	
Start-up Funds	\$ 6,053.00		
Current Assets			
Short-term			
Cash	\$ 6,053.00	\$	2,306.91
Accounts Receivable	\$ -	\$	327.36
Service Project Account	\$ -	\$	-
Prepaid Expenses		\$	(366.92)
Inventory			
Seed	\$ 399.00	\$	610.79
Peat	\$ -	\$	250.00
Row Covers	\$ -	\$	256.00
Weed Barrier	\$ -	\$	100.00
Long-term			
Garden Equipment			
Tools	\$ -	\$	336.00
Compost	\$ -	\$	652.00
Pots	\$ -	\$	508.00
Sand	\$ -	\$	360.00
Grow Lights	\$ -	\$	305.00
Light Table Materials	\$ -	\$	54.00
Flats, Pots, Labels	\$ -	\$	235.00
Kitchen			
Appliances	\$ -	\$	140.00
Office			
Furniture	\$ -	\$	50.00
Less: Accumulated Depreciation*		\$	(711.44)
Total Assets		\$	5,412.70
Liabilities			
Short term			
Accounts Payable			
Payroll	\$ -	\$	(963.50)
Service Project Account**	\$ -	\$	-
Funds advanced from Personal Account	\$ (399.00)		
Total Liabilities	\$ (399.00)	\$	(963.50)
Net Worth (Owners Equity)		\$	4,449.20

*Accumulated Depreciation - Capital Expenditures

**Service Project Account - Client invoice option +5% for 2013 FSP Service Project

Figure 46. FSP's Balance Sheet. The balance sheet shows FSP's material assets after the start-up year.

Appendix Q

Management Biographies

The organization currently consists of two members who are the co-owners of FSP.

August Miller and Marion Frebourg, husband and wife, function as the executive director and creative director, respectively, and joint workforce and cultural educators. They enjoy complementary backgrounds from American and French heritages as well as diverse professional training and education.

August Miller from St. Louis, MO., a former junior and collegiate rower is perseverant regardless of the rate at which he applies himself. He worked as a journeyman in residential and commercial construction for three years after attaining a B.A. in Architecture (Environmental Design) from the University of Colorado in Boulder. He lives in Boulder where he continues to value the food culture of Boulder County as a producer. He will have a M.A. in Service, Leadership, and Management with a focus on Social Entrepreneurship from SIT Graduate Institute in Brattleboro, Vermont, in February of 2013.

Marion Frebourg, from the southwest of France, passed French summers working in vineyards and cornfields, developing a consistent work ethic with a cultural appreciation of organic food in French Cuisine. Achieving a M.A. in graphic design, she knows her work is enriched through cultural immersion; be it a farming, construction, journalism, or a start-up enterprise, she is applying her talent towards diversifying FSP's revenue streams.

Appendix R

INTERVIEW GUIDE FOR MR. MILLER

Interviewer: “Thank you for volunteering to participate in this study and for your experience with the conditions for food production. Running this focus group will complete requirements of SIT Graduate Institute as well as aid FoodShed Productions’ social marketing plan. The conditions under which local food production takes place is important in understanding not only plant needs but the more subtlety, psychological needs that inform individual actions to produce food. The interview will cover the conditions for the origins, processes, goals, and potential improvements to local food production. Your responses to the following interview questions will be used to help gain more insight into what are viewed as helpful or harmful conditions (both human and plant) for food production. Please take a moment to read the questions, and we will begin.”

1. If you would like to devise your own pseudonym, please write it below.

(If you prefer to leave this portion blank, the researcher will assign you a random pseudonym)

2. Please circle your age range.

under-19 20-25 26-30 31-35 36-40 41-45 45-50 51-55 55-60 61-over

3. How often do you cook at home each week? (Circle a range)

under-3 4-5 6-8 9-12 13-16 17-over

3. How often do you cook with fresh produce at home each week? (Circle a range)

under-3 4-5 6-8 9-12 13-16 17-over

4. How many people do you cook for regularly? (Circle a range)

under-3 4-5 6-8 9-12 13-16 17-over

5. How often do you buy fresh produce from the grocery store? (Circle one)

less-1x/month 2x/month 3x/month 4x/month 2x/wk 4x/wk 6x/wk-more

6. How often do you buy fresh produce from the Farmer's Market? (Circle one)

less-1x/month 2x/month 3x/month 4x/month 2x/wk 4x/wk 6x/wk-more

7. How often is the topic of a conversation food? (unrelated to meal prep, cooking, and eating)

less-1x/month 2x/month 3x/month 4x/month 2x/wk 4x/wk 6x/wk-more

7b. What topic is the most reoccurring?

8. At the beginning of 2012, on a scale of one to five (one mean no experience, 5 being professional) how would you have rated yourself in terms of experience producing food? (Circle one):

1 2 3 4 5

9. At the end of 2012, on a scale of one to five (one being no experience, 5 being professional) how do you have rate yourself in terms of experience producing food? (Circle one):

1 2 3 4 5

10. In what form would you prefer to receive organic farming Support (Pick, at most, 3)

In-Person Phone Call Text Email Website Internet Links Phone App. Book

Monthly Newsletter Local Guide to Growing Vegetables Local Ag Updates

11. Under the best conditions, how many consumable vegetables do you think a 4'x 10' or 40 sq. ft. garden could produce per year? (Circle one estimate)

20 40 60 80 100 140 180 220 260 300 360 420 500

12. What percentage of your produce consumption do you believe you can grow by yourself?

10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

13. Where are you from? What makes a place feel like home?

14. What is a neighborhood? Does your neighborhood fit your description? If not, why?

15. When and what was your first memory of participating in food production? How is or isn't it important?

16. What rationale informed your choice to grow food?

17. When you chose not only to consume food but also to actively start producing it, what were the conditions that encouraged you to grow your own vegetables?

18. When you chose not only to consume food but also to actively start producing it, how did your understanding of a plant's needs evolve?

19. Did you, yourself, develop as a result of caring for the plant? If yes, how so?

20. How did you learn about your current practice of food production? How confident are you in your practice (one - not confidence, five - very confident)?

1 2 3 4 5

21. What does your food production process look like? How could it improve?

22. How can/do group dynamics play a role in your food production? Do you prefer to work in groups?

23. Is there a person you know who made the transition from consumer to producer? What did their story look like to you? Why did it happen?

24. What do you believe is achieved through the process of local food production?

25. Do you believe the backyard is a place for food production –or – the farm? Why?

26. How could the conditions for local food production and consumption be improved? Who is involved?

27. How does food production fit the concept of a 'good life'?

28. How conducive is the present day lifestyle to individual food production?

29. What advice would you offer a non-producer of food, who would like to start?

Appendix S

Backyard Farming Service Providers Near You



Figure 47. August and Marion. Co-Founders of FSP, as interns at TLF in a sheet mulched Earth Garden.

If you need help, these Backyard Farming service providers may be near you?:

- Edible Urban Farms – Bentonville, AR.
- Start Organic – South Lake Tahoe, CA.
- Your Backyard Bounty – Santa Cruz, CA.
- Farmscape Gardens – Claremont, CA.
- My Backyard Farm – San Clemente, CA.
- **Backyard Revolution – Boulder, CO.**
- **Personal Family Farmer – Boulder, CO.**
- Produce Denver, Denver, CO.
- **YumYum Farmers – Boulder, CO.**
- My Organic Garden – Washington, DC.
- Urban Eco-Farms – Jacksonville, FL.
- My Edible Eden – Bloomington, IN.
- Your Backyard Farmer – Portland, OR.
- Your Backyard Farmer – Lake Oswego, OR.
- Green City Growers – Boston, MA.
- Backyard Harvest – Robbinsdale, MN.
- Good Food Gardens – Seattle, WA.
- FIMBY – Food In My Back Yard – Seattle, WA.
- Your Backyard Farmer - Milwaukee, WI.
- Just because it's not listed above doesn't mean a provider doesn't exist...Keep Growing!

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